DOCUMENT RESUME

ED 087 650 SO 006 757

AUTHOR	Hardy, James M., Ed; Shultz, James, Ed.
TITLE	Perspectives for Social Relevance in Long-Range Planning.
INSTITUTION	National Board of Young Men's Christian Associations, New York, N.Y. Research and Development Div.
PUB DATE	73
NOTE	63p.
AVAILABLE FROM	Research & Development, National Council of YMCA's, 291 Broadway, New York, N.Y. 10007, ($1.00 per copy; 12 copies for $10.00 Paperbound)
EDRS PRICE	MF-$0.65 HC-$3.29
DESCRIPTORS	Agency Role; Community Development; Guidelines; Interviews; *Objectives; Operations Research; Planning; Program Planning; *Social Planning; *Social Problems; Values; *Voluntary Agencies; Volunteers; Youth
IDENTIFIERS	*Young Mens Christian Association

ABSTRACT

Twenty-three interviews are compiled to assist the formulation of operational goals as part of the long-range planning of the YMCA. Basic assumptions about social relevance in YMCA planning and suggestions for YMCA planners in utilizing this monograph are provided in an introduction. A summary of each individual's interview is presented along with summaries of their opinions on 1) the major problems facing U. S. society, 2) a description of the desired society, 3) their impressions of the YMCA, and 4) the optimal potential of the YMCA. The five-year operating goals of the YMCA as formulated on the basis of the interview materials are described within the major areas of program thrusts, style of operations, and resources. Some of the sub-goals within these areas include eliminating personal and institutional racism; strengthening family relationships; mobilizing and utilizing greater numbers of volunteers; and implementing an effective management program to monitor and resolve special operating issues. (Author/KSM)

PERMISSION TO REPRODUCE THIS COPYRIGHTED MATERIAL HAS BEEN GRANTED BY
James M. Hardy
TO ERIC AND ORGANIZATIONS OPERATING UNDER AGREEMENTS WITH THE NATIONAL INSTITUTE OF EDUCATION. FURTHER REPRODUCTION OUTSIDE THE ERIC SYSTEM REQUIRES PERMISSION OF THE COPYRIGHT OWNER.

U.S. DEPARTMENT OF HEALTH, EDUCATION & WELFARE
NATIONAL INSTITUTE OF EDUCATION
THIS DOCUMENT HAS BEEN REPRODUCED EXACTLY AS RECEIVED FROM THE PERSON OR ORGANIZATION ORIGINATING IT. POINTS OF VIEW OR OPINIONS STATED DO NOT NECESSARILY REPRESENT OFFICIAL NATIONAL INSTITUTE OF EDUCATION POSITION OR POLICY.

VT

ED 087650

SP 006 751

for social relevance in long-range planning

Perspectives

Research and Development Division
National Council of YMCAs

ED 087650

Perspectives

for social relevance in long-range planning

for use by YMCAs
and other voluntary
organizations

Edited by
James M. Hardy, Ph.D.
and
James Shultz, Ph.D.

Research & Development Division
National Council of YMCAs

Acknowledgments

The Futures Committee of the National YMCA Staff Planning Group, composed of James M. Hardy, Chairman, Robert R. Dye, John C. O'Melia, Jr., and James Shultz, received the assistance of many YMCA lay and staff members in obtaining and conducting the interviews which provided the data for this monograph. Charlotte Himber did extensive editorial work on the original manuscript. We are grateful to each person who helped. In particular we are indebted to the twenty-three informants who shared their stimulating views and insights in the lengthy, open-ended interview process described in the following pages.

Contents

		Page
I.	**INTRODUCTION**	6
	A. THE PROCEDURE	7
	B. THE STYLE OF THIS MONOGRAPH	7
	C. SUGGESTIONS FOR YMCA PLANNERS IN READING THIS MONOGRAPH	9
II.	**SUMMARY: MAJOR PROBLEMS AND ISSUES IN U. S. SOCIETY**	10
	A. GLOBAL ISSUES	11
	B. YOUTH	12
	C. PHYSICAL AND MENTAL HEALTH	12
	D. FAMILY	12
	E. VOLUNTARY ACTION	13
	F. INTERNATIONAL	13
	G. DISADVANTAGED, UNDER-UTILIZED, DOMINATED GROUPS	14
	H. RACISM	14
	I. CRIME AND DELINQUENCY	14
	J. URBAN DEVELOPMENT	15
	K. OTHER ISSUES	15
III.	**SUMMARY: IMPRESSIONS OF THE YMCA**	16
IV.	**SUMMARY: OPTIMAL POTENTIAL OF THE YMCA, 1973-1978**	18
	A. NATURE OF THE ORGANIZATION	19
	B. PROGRAM THRUSTS	22
V.	**SUMMARY: THE OPTIMAL SOCIETY**	24
	A. FREE AND OPEN VALUES INQUIRY	25
	B. HOLISTIC AND HUMANITY-ORIENTED VALUES	25
	C. PLURALISM	25
	D. PEACEFUL AND COOPERATIVE HUMAN RELATIONS	25
	E. SPIRITUAL MATURITY AND PSYCHOLOGICAL GROWTH	25
	F. REDUCED MATERIAL AND PHYSICAL DISPARITIES AND MINIMUM LEVELS OF LIFE-MAINTENANCE	26
	G. A "FAMILY" HOME BASE	26
	H. LEARNING AND EDUCATION	26
	I. CREDIBLE, SENSITIVE AND LESS SELF-JUSTIFYING INSTITUTIONS	26
	J. PARTICIPATION	27
	K. SOCIAL ORDER	27
VI.	**SUMMARIES OF INDIVIDUAL INTERVIEWS ON SOCIETAL ISSUES AND OPTIMAL POTENTIAL OF THE YMCA**	28
VII.	**FIVE-YEAR OPERATING GOALS OF THE NATIONAL BOARD OF YMCAs 1973-1978**	58

I. Introduction

"Creativity will ripen in an atmosphere of tolerance for strong and divergent thinking and discussion."

I. Introduction

A. THE PROCEDURE IN PREPARING THIS MONOGRAPH

This is a compilation taken from one to three hour interviews with the following twenty-three key informants:

LOWELL BECK
BETTY BERRY
EUGENE CARSON BLAKE
RAMSEY CLARK
ROBERT L. GARDINER
A. LEON HIGGINBOTHAM, JR.
DANIEL P. INOUYE
R. HEATH LARRY
JOHN MARTIN
FREDERICK MAYER
CHARLES B. McCOY
MARGARET MEAD
DONALD N. MICHAEL
CHARLES PATRIZIA
RICHARD PEDERSEN
JOHN RONSVALLE
CURTIS ROOSEVELT
PAOLO SOLERI
JOHN ULINSKI
CYNTHIA WEDEL
CURTIS WILLIAMS
PAUL N. YLVISAKER
ANDREW YOUNG

The interviews focused on the informants': (1) views of the major problems facing U. S. society; (2) descriptions of the desired society; (3) impressions of the YMCA; (4) views of the optimal potential of the YMCA during the period 1973-1978.

These data were originally gathered for use by the Futures Committee of the National YMCA Staff Planning Group as some of the inputs to assist Dr. Robert Harlan in defining operational goals for the National organization. A copy of the operational goals is included at the end of the monograph (Section VII).

Because of the interest in this material by local staff and lay leadership, the material is being made available to assist local YMCAs and other organizations in formulating operational goals as a part of their long-range planning.

In the National Planning Group we used this material—not to provide definitive answers—but rather as the stimulus for our own broad, creative thinking. We hope it will be put to similar use in local Associations.

Summaries of the interviews about major problems of U. S. society and the optimal potential of the YMCA are presented in abbreviated form in Section V.

While the fullness and freshness of each informant's views are partly reflected in the material, there is some loss by the omission of all the data and the details of the interaction. In most cases, however, the reader's imagination will be stimulated by the depth of the content to sense the framework and quality of each informant's conviction and faith.

B. THE STYLE OF THIS MONOGRAPH: ASSUMPTIONS ABOUT SOCIAL RELEVANCE IN YMCA PLANNING

This monograph aims at stimulating breadth and creativity in defining operational goals. It is designed to supplement other more technical materials on long-range planning available inside and outside the YMCA. Those materials focus on planning systems and implementation. The perspectives expressed in this monograph, as well as the informing assumptions about the YMCA and other charitable, voluntary agencies, can greatly enhance the usefulness of such organizational planning.

1. The YMCA is essentially a body of volunteers organized for the commonweal.

Though a YMCA must charge for a great many of its services in order to be able to operate and remain solvent, it needs to maintain the sense of *social dedication*, especially among its top lay leadership. Leaders must view it as a major entity in the community worthy of their altruistic involvement. If the Y is perceived as simply a vested interest or as irrelevant to pressing social issues, it can coast only so long on its sales, buildings, and salaries—because voluntarism is at the heart of its community charter and legal status as an organization. To justify this ideal stance as an organization requires more than "public relations." It re-

quires continuing scrutiny and validation of its appeal in responding to contemporary needs.

2. In general, YMCAs need to demonstrate more explicit attentiveness to social relevance, values, and broad social philosophies.

Many YMCAs have taken for granted the social relevance of their programs and facilities. Today, however, new laymen and new power groups in the community are asking basic questions of all charitable and community organizations. Even if it was not subject to such outside pressures, the YMCA, throughout its long history, has shown an ability to adapt to new social conditions and to take on new agendas. The integrity of the YMCA and its growth and stability are contingent upon viewing the organization as the vehicle—the means—for entering the arena of values and "social issues," and not an end in itself. However difficult it is for the practical-oriented managers to find security and non-controversiality in this arena, to avoid such uncertainties is to risk irrelevance, obsolescence and sheer boredom—and thus indeed to become ultimately impractical.

3. To be creative in defining social values and goals for our time requires mental flexibility, rather than narrow, mechanistic thought.

A narrow, mechanical style of thinking would prove fruitless where broad issues of direction must be decided upon. In an area where true vision is required, we must be willing to come together in a milieu that is controversial. Creativity will ripen in an atmosphere of tolerance for strong and divergent thinking and discussion.

We have selected, for the development of this monograph, a group of outstanding informants who have demonstrated broad perspective and creativity, and made an impact on today's society in diverse fields of art, government, social welfare, business, education and science. They were interviewed in depth about the future of the YMCA as an organization that will reflect and meet the needs of the world in the next five years. It is unlikely that a similar investment by insiders on such a study, however well planned and scientifically conducted, could have provided this kind of perspective and vision about the YMCA's future.

4. Social relevance in long-range planning requires attention to macro-dynamics.

A large organization faces an enormous task in long-range planning on a national scale toward goals that involve and affect many people with diverse needs, interests, cultural patterns and life-styles. The macro-dynamics of such a broad, heterogeneous arena affect the design and focus of the YMCA, and are in turn also modified by such a large national organization. As the YMCA aspires to encompass and tune in to this pluralistic society, it must be prepared to confront all its confusions, contradictions, and differences.

"Explore your vision of potential."

5. Creative solutions to problems will emerge while focusing on a vision of the potential.

The very way we approach a problem may be restrictive. We may posit a given description of it—for example, "Should we be financially viable OR socially relevant?" There is no leverage for being creative in this kind of approach. Other times we simply extrapolate, not realizing how this falls short of creative planning. For example, "We had 500 youth members this years. At a ten percent growth rate we can have 550 next year." The envisioning of potential taps another level of our creative energy and can result in truly fresh approaches.

6. Much creativity begins with taking a marginal or outside perspective.

An organization usually attracts to it and selects those who have an affinity toward its biases and traditions. After selection, attitude changes and training usually result in even greater affinity. Soon many assumptions are taken for granted and

unexamined: "Of course, we can't afford it." "Of course, he wouldn't do it." "Of course, that is a problem the YMCA couldn't handle." In one sense, the attitudinal affinity of YMCA leaders is a strength—it lends continuity to the organization—but it must be balanced by the leaven of outside perspectives and scrutiny, or the organization becomes overcautious and sinks into insularity.

C. SUGGESTIONS FOR YMCA PLANNERS IN READING THIS MONOGRAPH

1. Defer any assumptions about ideologies, dichotomies and cliches. "Hang loose" as you concentrate broadly on the social issues.

The views expressed by our informants could not have been predicted in accordance with any particular category one might have applied to them, such as liberal or conservative. Their views reveal open-minded attempts at serious exploration. We can demonstrate the same approach, looking for a fresh framework. These "experts" and noted Americans are speculating with concern and hope and, like them, we can avoid becoming opinionated as we reflect on their ideas, whether or not we agree.

2. Take a view from the outside.

If you were looking from the outside at the sum total impact of the YMCA, what would you think? In total what does it add up to? What is its potential? Its limitations? Don't assume that outsiders don't "know the YMCA." What they know is valid for *them*. As insiders we often know only what we want to believe. We tend to judge ourselves by our intentions. Outsiders tend to judge by overall results and actions. In planning, the latter view has certain advantages.

3. Declare a brief moratorium on practicality.

Often we explore questions of feasibility before we have clarified what is *desirable*—what we would do *if* we could. There will be time for feasibility analysis. For now, explore your vision of potential. Many proven and practical techniques of management thought (e.g., brain-storming) require such a moratorium on "practicality" precisely because there is nothing so ultimately practical as a creative new idea.

"Social relevance in long-range planning requires attention to macro-dynamics."

4. Don't assume that your community or YMCA is unique and exempt from pervasive trends and macro-issues.

Though each community is in some ways unlike any other, there are also many important similarities which tend to be overlooked. Watching the general patterns may help us anticipate and cope with local issues. Many issues, while their surface symptoms are not yet apparent in a given community, still are already having a subtle yet basic impact. For example, the threats to monogamous family life are affecting the life-style and norms of *all* families. Racism not only affects non-whites; it also limits the attitudes and life-style of an all-white suburb. Urbanization processes (through mass media, marketing, interstate highways, laws, economic changes, etc.) are present not only in large cities but also in the smallest town.

Good planning should allow for deviance of your community from any general pattern. But it should also use the information and experience about general issues and patterns to make some predictions in your own community which would influence your YMCA planning.

The design of the following three sections of this report of the interviews is threefold:

1) An overall summary describing the highlights of the interviews.
2) Individual summaries of each of the twenty-three interviews.
3) A description of the ideal society of the future — the informants' vision of the way it ought to be.

II. Summary

MAJOR PROBLEMS AND ISSUES
IN UNITED STATES SOCIETY.

"We traditionally think
of problems in isolation when,
in fact, they are all interdependent."

II. Summary: Major Problems and Issues in U. S. Society

A. GLOBAL ISSUES

Over half of the comments by informants about major problems bypassed the expected categorization of problems in the U. S.—crime, health, family disintegration, racism. They dealt, rather, with global processes, reflecting the sense that we should be coping with underlying processes that apparently are even more basic than those categorizations. Informants' concerns about global processes can be summarized under five major themes: the crisis in values and direction; the rate of change; the ability to allocate resources needed to deal with most urgent problems; the ability to think holistically; the ability to maintain democratic processes.

The informants' search for global processes transcended liberal-conservative dichotomies. The people known to be more "liberal" were wondering how to recover individual responsibility. The people known to be more "conservative" were wondering how to achieve a more equitable distribution of wealth and power. The informants' concern for global processes suggests a shift in the way we define issues and problems so that we pay attention to their interrelatedness and to how the overall system is working.

1. The crisis in values and direction.

Several informants indicate there is a sense of drift and confusion in society, suggesting a transitional period in which the authority of old values has weakened while new values have not yet emerged. Inouye, Ulinski, Wedel and others cite the need for a youth role in helping to define the assumptions and values. Michael notes that our image of man is limiting. Clark notes the capacity for violence related to the impact of family breakdown on character. Several informants note the decline in the classical sources of religious authority.

2. The pace of change.

From the standpoint of a corporation executive, Gardiner notes the increasing element of transience in our lives — in things, concepts, people, products and institutions. Wedel notes that a majority of people are unable to comprehend changes in a positive way. People sometimes overreact to change, feel lost, apathetic, powerless.

3. The ability of society to manage itself, allocate resources, and solve its problems.

Beck notes the collapse and ineffectiveness of governmental institutions as well as private institutions. Patrizia notes the inability of the system to respond. He sees too much happening to our resources which we cannot control. Higginbotham questions whether people feel that institutions are committed to action (rather than rhetoric) on issues. McCoy notes the need to do a better job of determining priorities, but also of allocating fiscal and manpower resources. Accordingly, Soleri, Williams and others wonder about whether we can control, redirect and manage the momentum of our technological, industrial and military complexes. Roosevelt questions our basic problem-solving capability:

> "U. S. society is basically a large-scale human relations problem. No particular ideology will solve our problems. None of the present systems (democracy, private enterprise,

"Problems will increase until we set new priorities and reallocate our resources."

socialism, communism) can successfully solve the problems. Americans are forgetting their basic problem-solving skill. This was a major virtue of the past. Can it be applied to our human relations problems? Will we recognize their priority?"

4. The ability to think holistically and think about the interaction of problems.

How can we comprehend the interrelatedness of problems? As Michael says:

"We traditionally think of problems in isolation when, in fact, they are all interdependent. We have no way to view the total system. The intellectual crisis is as great as the social crisis."

Soleri, architect and city planner, refers to our tendency to deal in specifics and not enough in general terms:

"We cannot deal with specific problems without seeing them as part of a total picture. Individual social issues cannot be resolved unless we resolve the total issues."

5. The ability to maintain democratic processes.

Informants were concerned about the decline in democratic functioning. Some talked about this in terms of the destructive alternatives of fascism and anarchy. Factors cited as affecting our democratic processes include: dominance by the military and special economic interests; difficulty of new groups to organize and gain a hearing; conflict and violence; tendency of leaders to exploit prejudice and fear; decline in values of respect and tolerance; decline in inner discipline.

B. YOUTH

Informants wonder about the generation gap. Many cite the basic failure of the educational system. Inouye, Ulinski and Higginbotham ask whether youth's desire for fairness will be respected and whether they will be given responsibility commensurate with their concern and talents. In many cases youth have the tools for full participation but may not be granted full participation. Young cites the oppressive notions toward young people —dominating, molding, and confining. He sees youth independence developing at younger and younger ages until we will no longer be able to dominate youth. He hopes we will treat them more as equals with rights of their own.

C. PHYSICAL AND MENTAL HEALTH

Gardiner and Clark both cite the way in which the nation's health is deteriorating. Industrial breakthroughs have contributed to this deterioration. We are failing to deliver the human services necessary to care for people. Blake notes that many "normal" people who are not technically ill or psychotic still have serious emotional problems, e.g., the adults who have an inordinate need to dominate young people. Drug abuse, stress, pollution, unused potential of the elderly, poverty and malnutrition directly affect health. Because of disparities in personal income many people have no access to proper medical care. The entire health care system needs revision and modernization.

D. THE FAMILY

Berry notes the changes in the family structure. She points to the problems of divorced women and father-absent families and the need for better services to help women who work. A related issue is the decline of the extended family which results in families not caring for elderly grandparents who cannot take care of themselves. Blake notes the need to re-examine the issue of homosexuality. The decline of our cities, racism, health problems, *all* impinge on the family, causing widespread suffering in families. The so-called stable "middle class" family is beset with problems of drugs, mental health and the alienation of generations. Young

notes the relation of attitudes toward sexuality and the family to the major issues of politics, racism, poverty and social relations. He notes the model of the aggressive male, the underlying "protective" concern of men in the suburbs, based on fear for women and children, the resistance to cross-cultural interaction, including dating of the young.

E. VOLUNTARY ACTION

Roosevelt sees the need to preserve voluntary action as a countervailing force to governmental controls. He sees the U. S. at a crossroads and moving toward a time of more controls. He asks:

> "Will our tradition of voluntarism be unable to adapt? Will the stakes be so high that anyone who wants to influence must belong directly or indirectly to government?"

The capacity for voluntarism relates to the concern of many about the function of altruism and a sense of dedication in an acquisitive society. Furthermore, voluntary agencies are often just as unresponsive or traditional as other major public and private institutions. Young sees voluntary action as ineffective on the larger social arena where the major problems exist. Beck notes, where expertise and interest are present, that voluntary action should speak to basic political problems and the correction of basic *systems*

F. INTERNATIONAL

Informants allude to similarities in the U. S. with the rest of the world and its interdependence. Young, Inouye, Mayer, Williams, and Mead see international peace as the major priority. Many are concerned that the U. S. cannot cope with its world role and is not only damaging its own citizens but having unfavorable world impact through militarism and uncontrolled technology. For example, Mead feels it is important that the U. S. keep out of wars, and resist neo-colonial adventures. Soleri sees the country's leaders as "war criminals," lawless in the higher sense. Michael is concerned about the prospects for pollution if economic production in the Third World follows that of the U. S. lead. Pedersen notes the major readjustment of the position of the U. S. in the world, exemplified by military and economic changes. Now that the bipolar (USSR-USA) situation no longer exists and Japan and Western European countries have emerged as strong leaders, the U. S. needs to share responsibility rather than become isolationist. Ronsvalle cites the "lack of a total world perspective and of a feeling of well-being for the peoples of the world." Roosevelt suggests that the U. S. is a few years ahead in being faced with problems soon to come to the rest of the world. People look to the U. S. to see how it will cope. An underlying problem is cited by Ulinski:

> "There is little appreciation or understanding by the average American of America's role and obligation in world affairs. There is little understanding of the gaps that exist between developed and less developed countries. This is true because we accept human deprivation readily and because of the vast numbers of

"Voluntary agencies are often just as unresponsive or traditional as other major public and private institutions."

people involved. The U. S. should contribute 1% of its G. N. P. to international development."

Ulinski sees the privatism—concern with "me"—as blocking genuine concern even with what happens in one's own local community, let alone in the whole world.

G. DISADVANTAGED, UNDER-UTILIZED, DOMINATED GROUPS

Informants were concerned for a number of groups which for various reasons have more than their share of suffering, whose talents are under-utilized, and who are dominated. The most favored group on most dimensions would be the white, male, high-income, educated adult. Various groups with special issues include the poor, non-white (blacks, Mexican-Americans, Puerto Ricans, American Indians), the elderly, social offenders, the mentally or physically ill, infants and children (especially those without normal parental support), women, youth, drug addicts, alcoholics, the unemployed, and the poorly housed. In a massive, highly structured society these groups alone cannot be held solely "responsible." For one thing, our systems are so large and complex that few individuals alone can cope with their failure to succeed on the system's terms. Furthermore, failure of the system to provide an adequate quality of life leads to deterioration, violence, polarization and cynicism which pervade the society and from which none of us can ever fully escape. As one informant said, "Suffering by one group is shared by all because of our interdependence and our proximity to each other."

H. RACISM

Racism is assumed by most informants to be a major issue, intertwined with the issues of the urban crisis, the deterioration of inner cities, poverty, escalating violence, breakdown of values, the family, education, housing, crime and youth. The issue of superiority attitudes and roles of whites toward non-whites also is expressed in the society's international policies and actions. Most importantly, racism has undermined the relationship of citizens with each other and our trust in our system's ability to reconcile differences and deliver justice. Once we accept the "gap" and polarization between races, will there be an endless number of other gaps and polarizations? For all these reasons race is viewed by Ulinski, Inouye, Wedel, Williams, Young and others as at the root of societal disintegration, in a nation at war with and afraid of itself.

I. CRIME AND DELINQUENCY

Higginbotham sees escalating violence in the society as aligned with escalating deficiencies of our criminal justice system. Beck feels we have to make massive changes in our criminal justice system:

> "It will take massive funds and changes in attitudes to do this; until the American public is willing to bear the cost of improving it we will see very little change. There's very little we can do about crime until we change the *system* that is concerned with it—corrections, police, courts, investigative agencies, etc."

Young sees the need for poor people to become better organized to change those structures in their communities and neighborhoods which promote crime, including political and economic injustice. Michael sees the need to deal with the crime of the successful "haves," e.g., by such controls as price-fixing. Martin sees the achievement of law and order with justice as a difficult achievement important to maintaining a free society.

J. URBAN DEVELOPMENT

The issue of the urban crisis—correlated with problems such as racism, crime and delinquency — was highlighted by several informants. Clark sees the need to make our cities a place of fulfillment for individuals. Wedel notes that the U. S. has much to learn from European cities about livability. Ylvisaker notes the deteriorating buildings, the insufficient tax base, the exodus. Martin notes the housing, education and employment issues stemming from economic dislocations which result from the transition from a rural-agricultural to a suburban-urban society. McCoy notes the inability to cope with the problems of our cities in housing, education, transportation, welfare, law and order and many other areas. The prediction is that problems will increase until we set new priorities and reallocate our resources.

K. OTHER ISSUES

Informants mentioned a number of other issues. Some, e.g., inflation, technology, war, environment and population, may have received less emphasis due to their assumption that these issues are not the direct province of the YMCA.

III. Summary

IMPRESSIONS OF THE YMCA

"The need is for programs to help people grow and develop in the larger spiritual, psychological and social sense."

III. Summary: Impressions of the YMCA

The informants for this project were selected for their high level of expertise in at least one of nine fields of endeavor, for their social sensitivity, and for their broad perspective on society. Their willingness to be interviewed suggests a generally positive attitude toward the YMCA since these prominent and busy Americans—23 out of the 30 originally identified — were able to make themselves available on relatively short notice during the summer vacation months.

Informants' comments, in some instances, revealed a lack of detailed knowledge of the organization (as when they occasionally suggested "new" activities or forms of community intervention that are already fairly well developed aspects of that program). Nevertheless it seems warranted to derive six generalizations from the interview data.

1. **Informants had a basically positive view of the Y.**

They saw it as a long-standing, well-meaning organization, worthy of the good will and confidence of the public, an organization with a high potential for change, an organization with a large collection of assets—staff, members, facilities and respectability.

2. **Some viewed the Y as becoming more active in major societal frontiers recently, but the majority felt that a disproportionate amount of its resources are still being invested in the recreational interests of middle class constituencies, buildings and properties.**

They saw its primary image as being in the recreational realm which has overwhelmed all its other activities in the minds of the public and even its own leaders. New social thrusts, however worthwhile, have not been strong enough or coordinated enough to change the basic recreational image.

3. **Some had trouble with the name of the organization.**

They think the Y has a more comprehensive role than the name implies and that the name blocks people from support and participation.

4. **Some see the Y as lacking a visible, national focus and identity.**

This lack leads to a loss of support and to lessened or minimal broad scale impact.

5. **Some see the Y as having been unable or unwilling to pay sufficient attention to youth, their needs and interests.**

To do so might have necessitated a realignment of emphasis, away from traditional programs, from physical and health activities, and toward a goal of becoming more encompassing. It might have implied more willingness to deal with systemic and environmental trends—drugs, crime, urbanization, unemployment.

"Its traditional values are by no means irrelevant if they can be redefined in terms of present society."

6. **Some see the Y as having downplayed its historical religious and value component at a time when this has become a major social need.**

The need is for programs to help people grow and develop in the larger spiritual, psychological and social sense. Often the YMCA has taken the "character development" element for granted, so that it has provided no depth of impact on human growth. Its traditional values are by no means irrelevant if they can be redefined in terms of present society. If these important values are to be incorporated as an operational element in the organization's programs, the YMCA will need to go beyond rhetoric in its emphasis on this goal.

IV. Summary

OPTIMAL POTENTIAL OF THE YMCA,
1973-1978

"The YMCA must become more progressive and socially relevant without losing its values or its people."

IV. Summary: Optimal Potential of the YMCA, 1973-1978

When asked to reflect on the optimal potential of the YMCA in the future and to suggest possible goals, the informants responded as much in terms of the nature of the organization—its values, commitments, style, make-up — as they did in terms of specific program and suggestions for the management. Consequently, this section of the monograph attempts to summarize the informants' responses in two areas: (A) Nature of the Organization and (B) Program Thrusts.

In the section following this summarization we present, in twenty-three separate reports, the essence of each individual's view of U. S. society—predictions, philosophy, goals—and over 200 recommendations for the YMCA's role in light of these, taking into account the nature, goals and potential of the organization.

We made the decision to present an overall summarization first, to be helpful to those who would prefer to reflect on the total picture before studying the details. However, many readers may find it personally more satisfying to study the substance of some or all of the individual reports first, and then come back to Section IV to capture the significant import of the total contribution.

A. NATURE OF THE ORGANIZATION

There was evident a consensus, expressed both explicitly and implicitly, that the major change for the YMCA in the future should be *from a leisure-time organization to an organization that is relevant to the major challenges and social issues of our time*. However, differences were expressed in both the degree and timing of this major change.

One respondent stated emphatically that, "The YMCA should quit being what it has been and devote its resources to major community and societal problems." Another said, "The YMCA must become more socially aware and give more social leadership. It should stand for a policy approach. Not just help individuals but improve systems. It should not syphon off volunteer energy by social programs such as clubs, recreation or one-to-one volunteer service."

Another seemed to summarize the majority view by saying, "The YMCA must become more progressive and socially relevant without losing its values or its people. It should become more active on social issues but continue to help people find personal satisfaction through fellowship and recreation." This view could be interpreted as being consistent with the purpose of the YMCA to "develop Christian personality and build a Christian society." If so, however, the informants were consistently saying that the future emphasis of the organization should be on *society*.

According to the interviewees, it is evident that if the YMCA is to become more socially relevant in the future, there are at least nine areas, all of which affect the nature of the organization, that must be given consideration.

1. Experimental Stance.

Several informants noted that being a change-agent force in society necessitates striking out in new experimental directions and taking risks as an organization.

One informant said, "The Y must be known for its imaginative service to those in need which involves recipients in decision-making and action." Another stated that, "Because there are no nice, easy answers for the social problems of the future, the YMCA must provide a learning environment with emphasis on experimentation, creativity and innovation."

2. Leadership in Inter-Agency Collaboration.

There was widespread recognition that the social problems of the future are of such magnitude that no single institution, either public or private, can make a significant impact. The need appears obvious: ways must be found to effect collaboration among institutions so that resources are applied to critical social issues. Several respondents felt that not only should the YMCA be willing to collaborate with others but that it could and should play a leadership role, acting as a

catalyst in bringing resources together to solve social problems.

As stated by one informant, "The Y is one of the key institutions that may be able to shift gears and provide leadership for other institutions in a pooling of efforts." Another informant felt that the YMCA should be more aggressive in making its resources available to the business community in the planning of new towns and in stopping the devastating deterioration in central cities. Implicit in this suggestion is that the YMCA should make visible commitments in areas necessitating collaboration and give leadership to effecting the collaborative efforts.

"The YMCA should make visible commitments in areas necessitating collaboration."

An example of this commitment was expressed by an informant as he stated, "The YMCA should place its best and most expensive facilities and programs in deteriorating areas of cities as visible evidence of faith in the future of these areas. This kind of action will compel other organizations and institutions to make similar commitments and result in a rebuilding of our inner cities." Another respondent suggested that the Y should be a catalyst in ecumenical and interfaith relations.

Regardless of the focus of the collaborative efforts, informants felt that collaboration between various institutions is vital to the future and that the Y could and should give leadership to collaboration, and that collaboration should be effected at both the local community and national levels.

3. Volunteerism and Voluntary Action.

Several informants pointed out the need for the YMCA to increase its use of volunteers in helping roles of all kinds. One informant stated, "We need to go back to volunteer concepts. We pay people today for everything." Others felt that the Y, with its prestige, could tap many more resources than it has in the past—"the best talent and brains in the country." Still others expressed the belief that the Y needs to better utilize its adult volunteers in giving support to youth, thereby providing meaningful avenues to adults for contribution and self-fulfillment.

Another informant felt that the Y should provide a base for voluntary action in the larger society, stating, "The Y should be a place where people can develop their autonomy and participate in the larger society. It should empower people, help them to form caucuses and provide training for their participation in social issues."

Many felt that the YMCA must demonstrate the viability of voluntary action as a vital safeguard to preserve participative democracy, not only in this country but throughout the world.

4. Youth Advocacy and Position-Taking.

The majority of the informants pointed out the importance of the YMCA becoming an advocate for the rights, changing values and needs of youth. There was recognition that this kind of advocacy would involve the YMCA in controversial issues, both domestically and internationally. There were differences among the informants in terms of the YMCA's involvement in position-taking and in legis-

lative lobbying, some informants suggesting that the YMCA become actively involved in such lobbying and give leadership to raising the public voice.

One respondent suggested "establishing a semi-autonomous instrument for public-interest advocacy to support legislation that is determined to be important and needed." Another respondent stated that, "The Y should step in when legislation or conditions are anti-youth." But, he continued, "This action should be based on well-established program areas and expertise."

On the other hand, several informants felt that the YMCA should be a major social force with views and actions on social issues but that it should not become involved in political issues or legislative lobbying. One of the informants said, "The YMCA should avoid taking strong corporate stands since it is a broad-based organization." Generally these informants delineated the difference between action programs and position-taking on social issues and emphasized the importance of action programs that are designed for resolution of issues.

5. Values.

There was appreciation and support expressed by the informants, both implicitly and explicitly, for the YMCA as a "valuing organization" and a desire for this value base to continue and become intensified in the future. There were, however, differences among the informants in terms of the expression of the organization's values.

One informant suggested that, "The Y should assume a non-religious approach for spiritual motivation to develop dignity for each person and a simultaneous respect for the dignity of his fellowman." Another stated, "The Y should bring ethics and social values into all of its programs in a self-conscious and organized way."

On the other hand, some informants felt that the Christian basis of the organization represents its most unique element and should be made more explicit. As stated by one informant, "The YMCA should become more explicitly conscious in stimulating Christian social values in all that it is doing. This means there should be a greater conferral of Christian value objectives in all activities."

6. Youth Organization.

Several of the informants felt that the YMCA should increasingly become an actual "youth organization." This does not mean that adults would have no part; indeed, the majority of the informants felt that the Y should have a comprehensive membership in every way. As stated by one informant, "The YMCA should give voice and space to youth: the majority of its boards and staff should be youth. The adult roles should be ones of advice and financing."

Other informants did not go this far but rather suggested such things as "pulling youth together and supporting them in solving problems they feel deeply about." Another informant implied that the Y needs youth in its policy-making and decision-making as much or more than youth need the Y, pointing out, "The YMCA needs youth in new organizational roles for their perception skills and willingness to change."

7. National Identity.

Evidently the YMCA projects a somewhat confused or, at best, diffused national image. Several informants felt that the YMCA should consciously work at the task of developing nationwide identity that would lead to high national visibility, support and influence. More specifically, it was suggested that the organization give consideration to having one major national thrust. At least the YMCA must develop mechanisms for spreading effective programs on a national basis.

8. Rootedness to Buildings.

Some informants suggested that the YMCA is investing a disproportionate

amount of its resources in bricks and mortar and that consideration should be given to redirecting this investment to human resources. It was also pointed out that being tied to buildings limits the organization's flexibility, outreach, and change potental and results in significant resources being devoted to maintenance activities.

9. Interdependence of National and International Concerns.

Most of the respondents pointed out the interaction between national and international developments and noted the necessity of the YMCA recognizing this as an element of social relevance in the future. As stated by one informant, "The YMCA must bring about a marriage of its national and international concerns." Another said that, "The YMCA should make more of its international involvements and make-up."

Generally, it was felt that the same skills and areas of expertise that are utilized domestically should be applied to international development. For example, one informant stated that, "The Y should work at international development by providing expertise in resolving conflicts with the Third World — particularly the conflict of pollution and industrial production."

"The YMCA must bring about a marriage of its national and international concerns."

B. PROGRAM THRUSTS

Emerging from all of the interviews are four domestic and international program foci for the future:

1. Reaching those who in the past have seemed to be unreachable to any great degree — the poor, the deprived, the mentally and physically retarded, the social offenders, the isolated, the elderly.
2. Building bridges that facilitate understanding and communication across major gaps in society — generational, race, sex, economic, ethnic gaps.
3. Assisting in massive reorganization of interrelated, nationwide systems which affect youth.
4. Helping youth to assume sociopolitical responsibility.

In the main, these program foci were perceived by the informants as being in the context of the urban situation, both at home and abroad.

Generally the informants felt that all programs conducted by the YMCA or under its auspices should focus on social values and relevance, in both existing programs and new programs to be developed. Several informants suggested specific new program possibilities, such as:

—Youth centers and care centers for younger children

—Programs for "near normals" who have emotional problems

—Rehabilitation programs for juvenile offenders

—Services normally provided by housewives, for the mothers who are working

—Program penetration in high crime areas of cities

—Programs for teen-agers in suburbs that will reduce probability that they will use drugs

—Joint-learning ventures for youth and adults

—Programs to help eighteen-year-olds develop political interest and vote intelligently

—Communal experiences that bring older and younger people together in cluster living

—Training in socio-political process, and providing channels for people to use to change society

—Survival training for black youth

Several respondents suggested that the YMCA conduct exploration in several areas which might have program implications, such as:

—The organization's position in relationship to alcohol

—The YMCA's involvement in the Jesus Movement

—The YMCA's position regarding homosexuality

V. Summary

THE OPTIMAL SOCIETY

"There will be an increasing awareness
of the common humanity of all people,
regardless of nation, race,
age, income, sex and other dimensions."

V. Summary: The Optimal Society ("We have a dream . . .")

During the process of identifying societal issues and problems and describing present trends, the informants veered inevitably toward a vision of what a "perfect" society would be like if prevailing aspirations for a healthy future were realized. Their observations seemed to suggest eleven interrelated dimensions for an ideal society. Each of these themes was developed in some form by over half of the informants. The summary, however, is in the words of the editors.

A. THE OPTIMAL SOCIETY WILL BE MORE CONSCIOUSLY BASED ON FREE AND OPEN INQUIRY ABOUT VALUES

Values will be more openly discussed. People will be encouraged to think about and articulate their aspirations. Discussion will be informed and will move progressively through respect for differences toward consensus. There will be a fusion of core values. This means that institutions will not operate on two separate levels—making one set of decisions involving tangible economic and technological factors and another based on humanitarian considerations. Older values will be redefined in light of contemporary human concerns.

B. VALUES WILL BE MORE HOLISTIC AND HUMANITY-ORIENTED

There will be an increasing awareness of the *common humanity* of all people, regardless of nation, race, age, income, sex and other dimensions. U. S. society will acquire world perspective and a concern for the well-being of all. The isolationist approach will give way to recognition of our interdependence. Americans will adjust to a U. S. role in world affairs which is not that of a self-centered power but that of a nation that restricts its economic or military ambitions in the interest of smaller and weaker neighbors.

C. SOCIETY AND SOCIAL VALUES WILL BE MORE PLURALISTIC

Rather than aim for the "melting pot" which ignores or obliterates differences, society will respect and use cultural differences. No one group (e.g., white, male, middle class, Protestant) or any single set of values will be dominant. Diversity will be seen as an asset as the majority affirms the emerging perspectives and contributions of each minority. Tolerance and a state of inquiry will allow the existence of differing values, with no attempt to enforce a single value system. New norms, more appropriate to a pluralistic society, will emerge, although previously dominant norms will continue to have an effect.

D. HUMAN RELATIONS WILL BE MORE PEACEFUL AND COOPERATIVE

The climate of human relations among citizens will be based on trust. People will have learned the skills of living together, resolving conflicts and bridging gaps. Material acquisitiveness and ethnic pride will give way to goodwill and cooperation, and fear will be reduced. In particular, a sense of common humanity will override competitiveness and ambition.

E. INDIVIDUALS WILL ATTAIN A HIGHER LEVEL OF MATURITY—SPIRITUAL, SOCIAL AND PSYCHOLOGICAL

Our character as a people will advance, raising the level of civilization. Individuals will develop psychological moorings and their creativity will blossom. They will be more open, not so violent and afraid. They will believe in life, in themselves, in people and in the future. There will be decreasing fear of death, less callousness, violence, greed, alien-

ation, nervousness, disconnectedness and other forms of psychological suffering. Material gain will not be exalted at the expense of goodwill and generosity. A simpler life will be accepted.

F. DISPARITIES IN BASIC HUMAN MAINTENANCE WILL BE REDUCED AND AN ACCEPTABLE MINIMUM LEVEL OF EXISTENCE WILL BE MAINTAINED

The present disparities in income, housing, education and medical care lead to polarization and cynicism. The system which encourages individual incentives will continue, but without creating such disparities and hardships of failure as to discourage large segments of the population and breed societal decline. Reduced disparities will lessen the preoccupation with survival issues. People will take for granted food, housing and medical care, and will pursue goals of personal and societal development.

G. INDIVIDUALS WILL HAVE A "FAMILY" HOME BASE

In the face of complexity, size and change, individuals will need to participate in some kind of stable, small, community units. The nuclear, monogamous family will be strengthened by making it more viable. But other life-styles will not be attacked or restricted, e.g., living communities, extended families, single life, same-sex and serial marriages. The key element will be an environment conducive to establishing roots and continuity in the complexity of a massive society.

H. EDUCATION THROUGH A VARIETY OF LEARNING PROCESSES WILL BE MORE ACCESSIBLE, FLEXIBLE AND RELEVANT

Education for the young will be less institutional and control and subordination will be minimized. Educational systems will respond to needs regardless of age, sex and class. Educators will allow and take advantage of diversity and will nurture human potential.

I. ALL MAJOR INSTITUTIONS WILL BE CREDIBLE, SENSITIVE, AND WILL PERFORM VALID ROLES

All institutions and their leaders will operate within an overall context of humanitarian values. For example, the leaders of institutions will keep their eyes opened to over-arching concerns outside their own narrower interests. The government will be less restricted by special interest groups, so that the faith of people in government will be restored. All large systems and institutions will pay more attention to the waste and suffering caused, often inadvertently, by institutional structures and programs in such areas as pollution, employment, racism, and individual psychological growth. Systems will: (1) assume responsibility for decreasing the number of disadvantaged and (2) assume responsibility for helping people who have been disadvantaged or damaged to recover themselves, e.g., the elderly, social offenders, the poor, and other minorities. A top priority will be to monitor the use of machines and the spread of technology in terms of their contribution to human development.

"Material gain will not be exalted at the expense of goodwill and generosity."

"People will be educated to meet each other's needs."

J. INDIVIDUALS WILL BE ENCOURAGED TO BE ACTIVE CITIZENS AND PARTICIPATE IN DECISION-MAKING

Society and all its institutions will be more open to participation, especially by emerging or outside groups, e.g., the young, the poor, and minorities. The factors that will make such participation an asset rather than a threat are the humanitarian climate, the general parity in society, greater psychological maturity and cultural pluralism. In the solving of problems people will be educated to meet each other's needs, to act thoughtfully, to be cooperative and conscientious (even when they must be confrontive). The potential divisiveness of race, income, age, geography will be mitigated by the interdependence and commonality of all members of the society.

K. A HEALTHY SOCIETY WILL FUNCTION IN AN ORDERLY, PEACEABLE FASHION

As a result of the various developments enumerated above—the spiritual development of individuals, social parity, extensive learning and depth in education, more credible institutions, shared decision-making — society will function with far less rebellion and breakdown. As individual citizens participate they will not assume that their personal views will always be the ones to be implemented. A climate of mutual respect and order will prevail, providing the greatest possible freedom and justice and sharing in decision-making.

VI. Summaries

INDIVIDUAL INTERVIEWS ON SOCIETAL ISSUES AND OPTIMAL POTENTIAL OF THE YMCA

(In alphabetical order)

	Page
LOWELL BECK	29
BETTY BERRY	30
EUGENE CARSON BLAKE	31
RAMSEY CLARK	32
ROBERT L. GARDINER	34
A. LEON HIGGINBOTHAM, JR.	35
DANIEL P. INOUYE	36
R. HEATH LARRY	37
JOHN M. MARTIN	38
FREDERICK MAYER	39
CHARLES B. McCOY	40
MARGARET MEAD	42
DONALD N. MICHAEL	44
CHARLES PATRIZIA	46
RICHARD PEDERSEN	47
JOHN RONSVALLE	48
CURTIS ROOSEVELT	49
PAOLO SOLERI	51
JOHN ULINSKI	53
CYNTHIA WEDEL	54
CURTIS WILLIAMS	55
PAUL N. YLVISAKER	56
ANDREW YOUNG	57

INTERVIEW WITH: **Lowell Beck**
Executive Director
Common Cause
Washington, D. C.

INTERVIEWER: **JAMES SHULTZ**

YOUR VIEW OF UNITED STATES SOCIETY, MOST URGENT PROBLEMS IT FACES

1. **Collapse and ineffectiveness of governmental institutions.** Privileged access of some private groups. Neglect of governmental and legislative processes.
2. **Unresponsive institutions in general,** e.g., education, religion, voluntary agencies.

WHAT IS THE OPTIMAL POTENTIAL OF THE YMCA? WHAT ARE SOME GOALS IT MIGHT BE WORKING TOWARD ACHIEVING BY 1978?

In many respects the YMCA has its own institutional crisis and, clearly, you recognize this better than anybody outside the organization. Perhaps the Y could best revitalize itself by helping revitalize other institutions.

This could be accomplished by providing: (1) education that will inspire action, and (2) expert testimony and advice on matters in which the YMCA has special competence.

First, the Y might consider developing an entirely new series of courses on our democratic system, with emphasis on how our governmental institutions *actually* work, and the importance of fairly administered law in our society. These should be drastically different from traditional civics courses. They should be organized to provide basic information on what our system *was intended to be, what it actually is, and what it should and could be.*

Second, the YMCA could do more than provide education. It could develop its membership's interest in how best to meet problems facing our youth. For example, what should be our government's policy regarding child care or day care programs? This concept is highly controversial. As you know, the President and Congress have not seen eye-to-eye on this issue.

The Y, with its intense working knowledge of young people and their families, could conduct town hall meetings on such legislation, stimulating more active attention on these matters by its members. From their personal experiences, leaders of the Y could present expert testimony on such issues and provide expert advice to state legislators and U. S. Congressmen.

I agree with the many who feel it would be unwise to convert the Y into a political force or movement. Direct political action probably would tend to destroy it. It would not help in building it. But the YMCA already has the basic structure and freedom to move in education in a way that might stimulate responsible political activity by more of its members. And the Y should seriously consider putting its enormous wealth of first-hand knowledge to work in assisting our politicians. Both of these, if developed carefully, are different from political action.

INTERVIEW WITH: **Betty Berry**

National Coordinator
Marriage, Divorce and Family Relations
National Organization of Women
New York, N. Y.

INTERVIEWER: **JAMES M. HARDY**

YOUR VIEW OF UNITED STATES SOCIETY, MOST URGENT PROBLEMS IT FACES

1. **The status of women** — their undervaluation and under-utilization in this society. There is a lack of independence of women, particularly economic independence. Women are completely dependent on a male-dominated society. A growing number of women are striving for equality, not supremacy, in decision-making. A vital part of equality is to become equal in the job market. Women need to achieve an identity and to develop their full potential. Presently, society is blocking this achievement.

2. **Change in family structure** — the current easy divorce situation is changing marriage and family relationships. Matrimonial laws need to be changed. Present laws result in tremendously increased welfare roles and father-absent families. Welfare funds should be used for rehabilitating divorced women and to support them in becoming economically independent.

3. **The aged** — the problem of the aged is, in most instances, the problem of the elderly woman. Since women have a life-span that is seven years greater than men and since they typically are three years younger than men, they grow old alone and have special needs that are critical. Present trends are in the direction of families not caring for elderly grandparents and great-grandparents. Society must face the problem of caring for elderly women who cannot adequately care for themselves.

WHAT IS THE OPTIMAL POTENTIAL OF THE YMCA? WHAT ARE SOME GOALS IT MIGHT BE WORKING TOWARD ACHIEVING BY 1978?

1. **Develop care centers for children and centers for youth of working mothers.** These centers should provide growth-producing experiences, not only custodial services. They should include all dependents—children and youth.

2. **Become community centers.** Provide services normally provided by housewives for women who work, such as low-cost family evening meals, catering services, community kitchens.

3. **Conduct course for marriage preparation.** The prevalence of divorce necessitates that ways be developed for young couples to obtain information, work through relationships and understanding that will better acquaint them with the commitment of marriage, not just sex education but dealing also with legal and financial matters.

4. **Increase the focus of program.** Place emphasis on priorities. Don't try to do too many things.

INTERVIEW WITH:

Eugene Carson Blake

Executive Director
World Council of Churches
Geneva, Switzerland

INTERVIEWER: **ROBERT W. HARLAN**

YOUR VIEW OF UNITED STATES SOCIETY, MOST URGENT PROBLEMS IT FACES

1. **Employment.** Unemployment is due mainly to population explosion and the depressed economy. There is a very high percentage of youth that are untrained and cannot qualify for skilled jobs.
2. **Education.** It is archaic and generally outdated. Programs are weak and motivation is lacking. Schooling and education are not the same thing. We must create a "drive to learn." Oppression of society has deformed human beings. We must help a person to want to learn by understanding how society made him as he is.
3. **Homosexuality.** There are two ways to empty a church (or a YMCA): a) get too far ahead; b) do nothing. There is a need for reexamining this topic.
4. **"Near normals" in society who are not psychotic but have emotional problems.** This includes many parents and adults with a compulsion to dominate young people.
5. **Position-taking in society which creates conflict but does not contribute to problem resolution.** Merely stating public positions without programming resolutions only intensifies or generates conflict.

WHAT IS THE OPTIMAL POTENTIAL OF THE YMCA? WHAT ARE SOME GOALS IT MIGHT BE WORKING TOWARD ACHIEVING BY 1978?

1. **Provide job training for unskilled youth.**
2. **Develop and use techniques that will motivate youth to learn.**
3. **Explore YMCA involvement in the Jesus Movement.** Send three of the Y's best young men (with beards?) to live with these groups for six weeks and formulate recommendations for YMCA involvement.
4. **Reexamine the YMCA's position regarding homosexuality.**
5. **Develop programs for "near normals" who have emotional problems.** Maximize use of counseling and group therapy with persons suffering from inferiority complexes, needs to dominate, and other emotional difficulties.
6. **Direct program to working on issues rather than simply stating positions.** Involve constituents in the solving of issues and leave position-taking to church groups who must make pronouncements.

INTERVIEWER: **Ramsey Clark**
Attorney
Washington, D. C.

INTERVIEW WITH: **JAMES M. HARDY**

YOUR VIEW OF UNITED STATES SOCIETY, MOST URGENT PROBLEMS IT FACES

1. **Failure to develop our character as people.** This explains our capacity for violence, racism and greed. Family breakdown has had an impact on character. There is little commitment to justice as the dominant social purpose. Without character, nothing else matters much.

2. **Urban crisis.** This includes the problems of racism; tendency for the poor to be confined to the cities; segregation of minorities in cities, etc. Our cities are failing in education, housing, safety, health, cleanliness and the amenities—quiet, beauty, gentleness. We have failed to make our cities a place for fulfillment for individuals, yet we are mainly an urban society and will become more so.

3. **Lack of a sense of direction.** What do we stand for, seek for our people and ourselves? There is lack of commitment, purpose, dedication. Churches are having great difficulty.

4. **Generation gap.** This is very real. Olders and youngers have to work much harder today at mutual understanding than in the past. Environments in which basic attitudes are created are changing much faster and consequently understanding and communication are much more difficult.

5. **Failure to handle problems of people who can't care for themselves.** Social offenders, the elderly, the sick, the mentally unstable, infants and children who do not have parental guidance and care. We are failing in human services that are essential in a mass urban technological society. Suffering that is borne by poor and powerless people is shared by all because of our interdependence and our proximity to each other.

6. **Failure to control technology.** Technology does not make moral judgments and it can destroy as well as create. We permit widespread destruction by technology in many instances before we address ourselves to its control. Pollution is an illustration and most of it could be controlled if we had foresight and determination to work on it.

7. **Failure to control population.** We have been making some progress but not enough.

WHAT IS THE OPTIMAL POTENTIAL OF THE YMCA? WHAT ARE SOME GOALS IT MIGHT BE WORKING TOWARD ACHIEVING BY 1978?

(Continued next page)

RAMSEY CLARK (continued)

1. **Increase the use of people (volunteers and part-time paid) in working with youth.** As work becomes less the center of life, volunteer service can provide meaning in life.
2. **Work harder on reaching the unreachables.** This is difficult but we must place more emphasis on reaching the poor, the deprived, the mentally retarded, the social offenders.
3. **Develop programs for juvenile offenders.** The YMCA, with its wide experience and moral force, could pair an adult with every juvenile offender in this country. Not just a "buddy system" but a pairing that develops a deep, human, caring relationship. Most of these youngsters have never had a home in which there was order, love and warmth. We can't segregate them.
4. **Work with others at prevention of crime.** Move actively into areas of high crime. Penetrate these areas before kids develop capacity to injure others. Act as a catalyst in bringing other resources to bear on these areas.
5. **Decrease investment in bricks and mortar and increase investment in human resources.** Presently this relationship is disproportionate. Property tends to tie down the organization and limit its outreach.
6. **Maintain activity in suburbs and focus on reducing probability that kids will use drugs.** This is very complicated. We cannot rely on lectures or preachments but must involve kids in helping others that have drug problems. The program should utilize group meetings, therapy, recreation and peer groups.

INTERVIEW WITH: **Robert L. Gardiner**
President, Gardiner Associates
Westwood, N. J.

INTERVIEWER: **JOHN C. O'MELIA, JR.**

YOUR VIEW OF UNITED STATES SOCIETY, MOST URGENT PROBLEMS IT FACES

1. **Accelerating pace of change.** The reasons for the increasing tempo of change have much to say to American enterprise and other institutions. The industrial system generated a goal of abundance and now must rely on growth to change. The economy demands an accelerating growth curve.

2. **Increasing element of transiency and obsolescence.** This includes the use of people, products and institutions. Things and concepts are more temporary and tend to go out of style. Institutions, to keep pace, must be more changeable than ever.

3. **Classic sources of religious authority do not fit the shifting values in today's society, impeding spiritual growth.**

4. **Educational processes have not kept pace with change or other developments.** We pay more for college and enjoy it less and less. Educational machinery is largely obsolete.

5. **Nation's health is deteriorating.** This includes physical and mental health. Industrial breakthroughs have contributed to this condition.

WHAT IS THE OPTIMAL POTENTIAL OF THE YMCA? WHAT ARE SOME GOALS IT MIGHT BE WORKING TOWARD ACHIEVING BY 1978?

1. **The YMCA could supply multiple outlets for youth's experimentation with the establishment.**

2. **Programs in physical and mental health could be strengthened.**

3. **The YMCA can make a significant contribution to the betterment of human environment through efforts to raise both individual and societal values.**

4. **It should continue to be a highly multipurpose organization.** Continue programs in health and physical education, camping, informal education, leadership training, etc.

5. **Make a more "across-the-board" contribution in helping people cope with the momentum of acceleration.** The Y should learn more about helping people to adapt.

6. **Become more credible (genuine) in the eyes of youth.** This will require knowing what is going on in the various types of communes (not just "hippie" variety). Many youth are interested in building a whole new society based on a whole new model.

7. **Get to be more current and experimental in terms of family life.** There is a family purpose to be served. Working with the youth provides a wedge for reaching families.

8. **The YMCA should feed back its expertise and know-how about different value systems around the world.** Less developed countries where the YMCA is operating probably have a lot to tell the U. S. about family values, mores and customs, etc.

9. **The Y needs to find new ways to tap into non-Christian segments of society without offending Christians.** We have shown flexibility in dealing with socialist countries. It is also necessary to apply the same flexibility in responding to the spiritual needs of man.

INTERVIEW WITH: **A. Leon Higginbotham, Jr.**
Federal Judge
Philadelphia, Pa.

INTERVIEWER: **ROBERT DYE**

YOUR VIEW OF UNITED STATES SOCIETY, MOST URGENT PROBLEMS IT FACES

1. **Credibility of our institutions, governmental and private.** The test is whether the institutional representatives are committed to action and issue resolution.
2. **Youth.** Their desires for more fairness in our society should be recognized, and they should be given responsibility, commensurate with their obvious talents, to correct the injustices.
3. **Poverty.** Twenty-five million people live below the federal government's poverty index. Can we abolish poverty amidst our affluence, especially as to jobs, education, housing and health care?
4. **Racial and national origin and ethnic discrimination.** Blacks, Puerto Ricans, Mexican-Americans, American Indians are the major victims.
5. **Escalating violence.** This is often aligned with escalating deficiencies in our criminal justice system.
6. **International peace.**

WHAT IS THE OPTIMAL POTENTIAL OF THE YMCA? WHAT ARE SOME GOALS IT MIGHT BE WORKING TOWARD ACHIEVING BY 1978?

The YMCA, although its struggling is cumbersome, is focusing on these problems and moving towards their identification by society. Some Ys, though in the minority, are also moving towards resolution.

1. The YMCA should assume a non-religious approach for spiritual motivation to develop one's personal dignity, and a simultaneous respect for the dignity of one's fellowman.
2. Maximize individual options designed to eradicate deprivation due to race or religion and narrow the gap between poverty and affluence.
3. Monitor and aid other institutions which have the responsibilities of 1 and 2.
4. Expand international understanding and work for more meaningful relationships.

INTERVIEW WITH: **Daniel P. Inouye**
U. S. Senator (Hawaii)
Washington, D. C.

INTERVIEWER: **JAMES SHULTZ**

YOUR VIEW OF UNITED STATES SOCIETY, MOST URGENT PROBLEMS IT FACES

1. **The war as the most pressing problem.** Most other problems bear some relation to the war.
2. **Relationship of citizens to each other —the long-term problem.** This refers to race primarily, but also other major groups.
3. **Inequitable distribution of wealth and visible results of the differences.** I believe in our system of incentives and capital investment, but the present differences are too great. Unemployment, racism and other problems are related to this.
4. **A role for the young.** The young today have the basic tools necessary for full participation. They have gotten the message about the basic problems and are ready to act on it.

WHAT IS THE OPTIMAL POTENTIAL OF THE YMCA? WHAT ARE SOME GOALS IT MIGHT BE WORKING TOWARD ACHIEVING BY 1978?

1. **The Y should increase youth membership,** giving more youth (especially first grade through senior high school age) a chance to participate.
2. **The Y should have a minimal national code regarding discrimination and outreach to poorer, "bad" children and youth.**
3. **The Y—when its program is geared to young people—should step in when legislation or conditions are anti-youth** (e.g., child care laws, adoption). This action must be based on well-established program areas and on a strong membership base with political muscle.
4. **The Y should have at least one major national thrust and raise money on this.** People don't give money and support based on a confused image. Not all activities would be included in this, but at least one thrust should have national visibility.
5. **Summary: Two major goals for the YMCA**
   a. Make it truly a youth organization. Youth is defined as up to age of seniors in high school. Involve all youth, especially poor and "bad" youth. Give best facilities to youth rather than adults. Spend major effort on young. Bring in far larger numbers of youth.
   b. Emphasize ethics and social values in all programming in a self-conscious, organized way. Expose to social problems. Stimulate thinking. Values can be challenged and learned in many subtle ways during Y activities (as in black-white contact in mouth-to-mouth resuscitation during lifesaving courses).

INTERVIEW WITH:

R. Heath Larry

Vice Chairman, Board of Directors
United States Steel Corp.
Pittsburgh, Pa.

INTERVIEWER: **H. DARWIN HAINES**

YOUR VIEW OF UNITED STATES SOCIETY, MOST URGENT PROBLEMS IT FACES

1. **The ability to sustain our society.** We need to be very careful that we do not sow the seeds of our own destruction. Any society, to sustain itself, must believe in those things that are spiritual and impose an inner discipline. If you haven't earned something, you cannot appreciate it. Wealth that has not been earned can lead to destruction.
2. **Greater leadership from the corporate community.** Over the last decade the communications industry, particularly TV, has made it possible for politicians, entertainers and labor leaders to exert tremendous influence on developments in today's society. Management needs to develop a parallel approach to today's society.
3. **Understanding of the monetary system.** We need to broaden understanding of the system in the United States and how it relates to those of other nations.
4. **Use of our national resources.** They are limited, and their dissipation will be detrimental to our future development.

WHAT IS THE OPTIMAL POTENTIAL OF THE YMCA? WHAT ARE SOME GOALS IT MIGHT BE WORKING TOWARD ACHIEVING BY 1978?

The YMCA is an organization with great potential for serving the needs of society. It can be an umbrella covering many of these needs.

1. Generally speaking, the YMCA is better-managed than most social agencies and has been able to market and package its programs so that its constituents assume more responsibility for operation and management. But the YMCA should be more aggressive in pursuing collaborative efforts with other social agencies, locally and nationally. Such efforts would result in more effective use of the human and financial resources of our organizations.
2. Local YMCA boards as they are presently composed could devote their major efforts to the organization, development, and management of programs in their communities. YMCA trustees should devote their time and energy to the long-range planning needs of the organization.

INTERVIEW WITH: **John M. Martin**
Chairman of the Board
Hercules, Inc.
Wilmington, Del.

INTERVIEWER: **H. DARWIN HAINES**

YOUR VIEW OF UNITED STATES SOCIETY, MOST URGENT PROBLEMS IT FACES

1. A basic concern is lack of skills—the know-how to provide appropriate solutions. Evidence is seen in the internal disorders in such areas as race relations, housing, welfare—especially inadequate housing and food for minorities. The problems of housing, education, and employment in our cities stem from *economic dislocations resulting from transition from a rural-agricultural to a suburban-urban society.*
2. The court system must be improved to achieve law and order with justice—a difficult achievement in a free society.
3. Another basic concern is inflation—the result of tremendous increases in wages without a corresponding increase in productivity. Effective labor-management relations are needed for greater stability in developing union contracts which will help to alleviate the problems of inflation.

WHAT IS THE OPTIMAL POTENTIAL OF THE YMCA? WHAT ARE SOME GOALS IT MIGHT BE WORKING TOWARD ACHIEVING BY 1978?

1. The YMCA must aggressively continue its present programs and devote increasing attention and resources to the problems of minorities in the cities. The YMCA has been a pioneer in my community. More than fifteen years ago, it began to give outstanding leadership to the problems of minorities, working on many social issues long before they became popular. It can lead the way.
2. The YMCA as a social organization should endeavor to influence legislation dealing with social issues. It should influence government policies reflecting the needs of society. Corporate leadership has a responsibility for influencing government for development of policies beneficial to business and society.
3. As a Christian organization, the YMCA has great potential for influence in developing better relationships domestically and internationally. This observation is based on experience with my company's domestic and international operations. My company will spend increasing effort and resources on the development of international markets and working on cooperative and collaborative projects throughout the world in spite of the tremendous handicaps of a lack of common language and the difference in monetary systems,

INTERVIEW WITH:

Frederick Mayer

Educational Consultant
Vienna, Austria

INTERVIEWER: **ROBERT DYE**

YOUR VIEW OF UNITED STATES SOCIETY, MOST URGENT PROBLEMS IT FACES

Crucial challenges of our time are:

1. Delinquency
2. Racial relations
3. International strife
4. Urban decay
5. Use of leisure
6. Automation
7. Unemployment
8. Alienation
9. Callousness
10. Crime
11. Disillusionment
12. Social isolation
13. Pollution
14. Youth vs. age
15. Drug addiction
16. Stress

WHAT IS THE OPTIMAL POTENTIAL OF THE YMCA? WHAT ARE SOME GOALS IT MIGHT BE WORKING TOWARD ACHIEVING BY 1978?

Some general feelings about the YMCA:

1. In this present crisis—national and international—the Y has a unique opportunity.
2. A private agency can be the effective resource where government has been faltering.
3. The Y has enlisted thousands of volunteers on a national and international level for commitment to the betterment of society.
4. It has attracted generally a dynamic, dedicated leadership. It is flexible and has impact in local communities.
5. The image of the Y has to be changed away from that of a leisure-time organization. Over the years the YMCA has built up confidence of the American community. It can now use this for new developments. Has new opportunity but is restricted by its old image as a leisure-time, recreational institution. This applies also to YMCAs in 85 countries.

   Change has to be in:
   - —Design
   - —Management
   - —Activities
   - —Evaluation
   - —Communication
   - —Impact
6. Reconsider the name of "YMCA." One's inclination would be to retain such a well-known title, but if so emphasize to the public in a variety of ways that this is "the *new* Y."
7. There is need for a tremendous public relations thrust to interpret "the new Y." Dramatize. Use television.
8. Identify the most dynamic leadership and give them the green light. Find these people and *support* them.

The Y should place its best efforts in:

1. Changing itself in response to challenges of our time (see the 16 challenges above).
2. Bridge-building within the United States.
3. International bridge-building.
4. Community development. The neighborhood concept is breaking down. Schools are breaking down. The Y is one agency which can revive the good neighborhood.
5. Concern itself with developing a climate of human relations.
6. Be the catalyst for ecumenism which involves non-Christians.
7. Make senior citizens feel wanted. Invite their participation in responsible tasks.
8. Support a new type of education based on actual living situations. Use camps as training centers.
9. Approach national and international problems as interrelated. (Racial integration in the organization is an international advantage.)
10. The YMCA can be an agitator and communicator for needed social services:
    - —Youth leaders
    - —Senior citizen leadership
    - —Public service
    - —Voluntarism

INTERVIEW WITH:

Charles B. McCoy

President, E. I. duPont de Nemours Co.
Wilmington, Del.

INTERVIEWER: **H. DARWIN HAINES**

YOUR VIEW OF UNITED STATES SOCIETY, MOST URGENT PROBLEMS IT FACES

I believe we are aware of the most urgent problems permeating our entire society. They have been identified many times. We must do a better job of evaluating our priorities and allocating our fiscal and manpower resources to deal with the following concerns:

1. **Drugs.** We need to develop programs geared to alert communities to the deleterious effects which drugs have upon users and design programs to provide supportive help and assistance to those with a drug-abuse problem.

2. **Crime and delinquency.** We need to improve the effectiveness and efficiency of our correctional institutions and judicial systems to enhance the quality of life for our entire society. Our economic, political, and social organizations and systems need to collaborate on developing more effective methods and techniques for helping all citizens to achieve justice and freedom.

3. **Urbanization.** We have been unable to cope with the problems of our cities in education, housing, welfare, transportation, law and order, and many others. We are an urban society and these problems will increase in the future. We need to improve the effectiveness and efficiency of all levels of our political system. It is important that we examine our present priorities and do a better job of determining future priorities and allocate fiscal and manpower resources to improving the quality of life in our cities.

4. **Employment.** We need to solve the chronic problem of unemployment which is very critical among young people, especially minorities. Special training programs need to be developed by business, industry and labor so we can deal meaningfully with the severely disadvantaged — employing them, supporting them, and helping them to bridge the gap between the world of poverty and the world of work.

5. **Housing.** This is one of our most basic needs and progress in this area will help us to cope with the above social concerns. We need to improve our housing, especially in the cities. Progress and results can be measured in this area more easily than in those of the other social concerns. By improving housing, we will improve the quality of life in our society, particularly in the urban areas.

WHAT IS THE OPTIMAL POTENTIAL OF THE YMCA? WHAT ARE SOME GOALS IT MIGHT BE WORKING TOWARD ACHIEVING BY 1978?

1. I would like to emphasize that the YMCA, like all social organizations, needs to develop more effective methods and techniques of collaboration

(Continued next page)

CHARLES B. McCOY (continued)

to solve many problems of our society. I believe the Urban Coalitions operating in many of our communities are excellent examples of collaborative efforts.

2. I would like to suggest that the YMCA try to develop more effective ways of working with the mayors of our cities and the political system. The mayors are aware of the problems of the cities and they certainly could help the YMCA establish priorities in responding specifically to the most pressing problems.

3. I believe there is a need also to develop closer working relationships with our education systems. We have many fine education systems and facilities and are using them only on a partial basis. They represent tremendous capital and financial investments. Many YMCA physical education and group work programs could use those facilities when not scheduled for school programs. This would reduce the need for large capital investment by the YMCA and would achieve greater use of facilities already available in many communities.

4. The YMCA as a Christian organization needs to place greater emphasis on family life, developing activities and programs that will help to alleviate the previously identified social problems. The YMCA needs to help youth and adults develop a commitment and purpose in life. The YMCA needs to develop methods and techniques in its programs and training activities that will help youth and adults to understand and improve their communications and relationships with each other.

INTERVIEW WITH: **Margaret Mead**

Anthropologist
American Museum of Natural History
New York, N. Y.

INTERVIEWER: **ROBERT R. DYE**

YOUR VIEW OF UNITED STATES SOCIETY, MOST URGENT PROBLEMS IT FACES

Problems of the world and the United States

1. War: United States must keep us out of wars. We must resist neo-colonial adventures.
2. Population: We must find ways of dealing with population problems (abortions, use of the pill, etc.) without minorities feeling put upon.
3. Environmental hazards: The hazards of the city pose a pressing United States problem. Power companies need to be involved because so much is at stake.

As the Y works at these problems that are worldwide in scope it must use its boards and young people in creating international models. Because the Y is international it shouldn't create models that won't work in other countries.

Problems of the United States (most pressing)

1. The generation gap.
2. Relationships with minorities.
3. Suburban-Inner city balances.
4. Rebellions in high schools and colleges.
5. Unused potential of older persons. (Those just retired—widows, wealthy, unused. This problem is even more crucial with men than women. They should be caught five years before retirement.)

WHAT IS THE OPTIMAL POTENTIAL OF THE YMCA? WHAT ARE SOME GOALS IT MIGHT BE WORKING TOWARD ACHIEVING BY 1978?

1. **Help prepare 18-year-olds to develop political interest and vote intelligently on the issues at stake**

   —Especially non-college bound. There are lots of opportunities for this within the college community but there are five million non-college kids.

   —1972 was crucial because of the presidential and national elections. The reason young people did so little politically after Kent State was because there were so few relevant elections taking place.

   —Youngsters should be reached just before they leave high school.

2. **It is crucial to effect new relationships with the YWCA**

   —Working relationships between men and women must be altered. They must be cooperative — non-exploitive. There must be much greater mix in executive positions — men working under women—women under women—keeping flirtation out of work. This depends on relationships young people develop with each other as young adults. An example of this now at work is the co-ed dorms in colleges where youth develop social intimacy without sex. Where are kids who don't live in

(Continued next page)

college dorms going to get these opportunities? YW-YM may be one of few places where men and women can learn to work together. (Especially non-college youth, by providing them with experiences in which they can see each other as people, not sex objects.)

—The question to deal with is, how can the YMCA advance its relationships with the YWCA? Can it offer the YW something genuinely coordinate? This may require a new invention in mergers — complementary rather than co-equal—a merger that isn't a marriage.

—Each may need to keep its head—its own boards. Perhaps there should be a joint Executive Committee. This is especially true in new countries where girls need to be protected.

—Mergers are good when *everyone* gains.

3. **The YMCA must intelligently work on social issues**

—Use boards for "informal" lobbying.

—Work with churches to collaborate on monitoring the issues and withstand Internal Revenue Service attacks (use public interest law firms).

—Stop punitive measures taken in Ys toward *homosexuals.* (Do not cooperate with police.) Work to stop punitive measures in the community. (Maybe that's as far as the Y can go without drawing a storm around it.)

—Consider why *juvenile halls, juvenile courts, junior high schools* all went wrong. Get rid of detention homes. Help bring about massive *reorganization of interrelated systems which affect youth.* Three million "hallway kids" are floating today, with no access to medical care.

—There is a need for good *communal* experiences. Bring older people and young people together into cluster living and shared experiences. Older people are good prospects for working with younger children. Most communal living is ideology, not architecture. We need more architecture—less ideology. Tie into the Peace Corps, alumni groups.

—In its co-educational recreational programs the YMCA must come to grips with its feelings about *alcohol.* Beer may be an intermediate solution for the young adult setting. If the Y is going to keep drugs out, it's the kids who will have to keep them out. The drug culture will expand before it decreases. Ultimately marijuana will be regarded like liquor.

4. **The YMCA must think about its rootedness to buildings**

—Like a church, the Y is subject to the changing nature of neighborhoods.

—Study the use of buildings—how to make them free from vandalism. (Use as hotlines, drop-in centers, etc., between midnight and 6:00 a.m. Slum dwellers have different ideas about buildings that are open 24 hours a day.)

—There is a demand for participation by indigenous people. Buildings should have more multi-aged usage: day care centers, multi-service units. Look at this two ways: giving needed services, and receiving protection to buildings.

—There is a need to go back to volunteer concepts. We pay people today for everything they do.

—There should be a moving back to the position where people working in the ghetto must live there.

5. **Other issues:**

—The national organization should spread good programs nationally, while allowing for diversity within Regions.

—In developing countries, we need not only American leadership but leadership from other areas (not only white).

INTERVIEW WITH: **Donald N. Michael**
Educator, Futurist
University of Michigan

INTERVIEWER: **JAMES M. HARDY**

YOUR VIEW OF UNITED STATES SOCIETY, MOST URGENT PROBLEMS IT FACES

1. **No adequate way for thinking about the interaction of problems.** Traditionally we think of problems in isolation when, in fact, all are interdependent. We have no way to view the total system. The intellectual crisis is as great as the social crisis. There are several aspects of this conceptual inadequacy:

   a. For whatever combination of forces that may be working, we have reached a point in society where expressiveness is more rewarding than restraint (dress, fads, commitments, behavior, etc.) for many people. This expressiveness adds more demands on the system and comes at a time when we are already having difficulty in coping. Many people in society have emotional problems partly because of repressive up-bringing, partly because of parental inadequacy, and partly because the value system of the past has been hypo-critical. The result is neurotic acting out that makes it difficult to sort out the legitimate ideological focus as distinct from the working out of individual hang-ups.

   b. A lot of alternative value systems and life-styles have been around a long time but now the density of interaction and heightened self-consciousness are such that these cannot be ignored. Previously conflicts in values and life-styles could be sustained because there was lots of "slack" in the social system. No longer.

   c. Our means of governance (in families, government, organizations) are inadequate. They are premised on inappropriate values of the past and on outmoded operational procedures.

2. **What image of man and his purpose is to prevail?** Do we see man primarily as a productive worker in a total society or as an individual doing his own thing?

   Other questions follow: What right does an individual have over his life and death? Who has the right to use consciousness-expanding technology, and under what conditions? What is to be the nature of the family, or a constructive substitute for the family?

3. **Youth and the generation gap:** What constitutes the appropriate context for learning and developing at a given age? What is the focus of learning for different age groupings? What relationship should exist between age groupings in order for individual development to be maximized?

4. **Poverty:** Anyone who is unable to control his destiny is poor. Everyone must have access to those ways of being and doing which give him a feeling of competence in life. This has special meaning for Third World countries that are getting further behind both relatively and absolutely.

5. **Governance:** What constitutes the locus and content of governance in a society that is in the process of changing its values and life-styles?

6. **The ecological problem:** We must find new ways to cut the pie because a substantial improvement in the Third

(Continued next page)

DONALD N. MICHAEL (continued)

World, under the present production aspirations, will pollute the environment. Everywhere people must confront the question of what kind of habit patterns they are willing to give up in order to insure environmental pay-off in the future. If not, we will be living in an artificial environment that is progressively more costly and more separated from nature.

Finally—We must become a learning society—recognizing that we do not have all of the questions or answers and that old patterns do not work in a world which is new. We must not exploit our fellowmen through advertising, profit, manipulation.

WHAT IS THE OPTIMAL POTENTIAL OF THE YMCA? WHAT ARE SOME GOALS IT MIGHT BE WORKING TOWARD ACHIEVING BY 1978?

1. **Become an advocate for the changing values and needs of youth.** Help legitimize the changing-value situation in a spirit of learning and experimentation. Actively oppose those things that work against the growth and development of youth and support those things which work for this growth and development.
2. **Develop joint-learning ventures for youth and adults.** Become a demonstration for other organizations in lifestyles, values, communication, understanding.
3. **Be a risk-taking, learning organization.** Demonstrate the viability of a learning environment as a way of constructively dealing with the consequences of continuing and changing values.
4. **Become involved in lobbying.** Join with other organizations and groups in creating a lobby to influence those things that will affect the YMCA. Be in the forefront of raising the public voice.
5. **Work at international development by providing expertise in resolving conflicts with the Third World.** Problems such as ecology and population control will necessitate understanding and problem-solving learnings which the YMCA can help provide.

INTERVIEW WITH: **Charles Patrizia**
President of Carolina Union
University of North Carolina

INTERVIEWER: **NORMAN GUSTAVESON**

YOUR VIEW OF UNITED STATES SOCIETY, MOST URGENT PROBLEMS IT FACES

1. **Breakdown in society.** There is a basic sense that the U. S. society is coming apart, has lost direction, and that the trust of persons in each other is very low. Students and others are looking for ways to put things together for themselves. There is increasingly a breaking-up process going on among people.
2. **Little faith in government at any level.**
3. **Major ethnic and racial gaps among people.**
4. **An unresponsive educational system on all levels.**
5. **Loss of control over our resources.**

WHAT IS THE OPTIMAL POTENTIAL OF THE YMCA? WHAT ARE SOME GOALS IT MIGHT BE WORKING TOWARD ACHIEVING BY 1978?

1. The YMCA must stop being what it has been and begin to devote its resources to major community and societal problems. In this way the YMCA can respond to the above listed concerns.
2. It can play an important role as the man in the middle helping overcome the gaps—racial, ethnic, age barriers, student/non-student conflicts. The Y can have this primary focus and be significant. It does not need to play the advocate role in public but rather can and should bring people together across the gaps indicated.
3. The YMCA can have a more important role in preserving and strengthening the monogamous family which is being eroded in many ways.

INTERVIEW WITH:

Richard Pedersen

Counselor
U. S. State Department
Washington, D. C.

INTERVIEWER: **JOHN O'MELIA**

YOUR VIEW OF UNITED STATES SOCIETY, MOST URGENT PROBLEMS IT FACES

1. **Major readjustment of the position of the U.S.A. in the world.** This is exemplified in the military and economic changes. A bipolar situation no longer exists. Western European countries and a new, powerful Japan have emerged as strong leaders. The U.S.A. is now asking them to share responsibility. There is danger of the U.S.A. becoming neo-isolationist.
2. **Racial readjustment in the U. S.** This issue is broadening out. Problems of cities are tremendous in magnitude and the impact of racial and minority groups compounds the difficulty of solving social and economic problems.
3. **Pollution and deteriorating environments.** These are reducing the quality of life. This started as a "faddish" issue but will remain. In our affluence there is less need to increase the quantity of goods and more resources will be available to improve the environment.
4. **Redistribution of personal income.** This would result in poorer and older segments of society getting better.
5. **Reduction of working hours.** This will increase over the years. More leisure time will be available to put into things other than work, e.g., the family.

WHAT IS THE OPTIMAL POTENTIAL OF THE YMCA? WHAT ARE SOME GOALS IT MIGHT BE WORKING TOWARD ACHIEVING BY 1978?

1. **Traditional services** (physical education, adult education, camping, etc.) are important and a real service. However, they should do better in getting cranked up in dealing with social problems. So far it has been more concerned in getting itself straightened out rather than making a social impact.
2. **Solve the problem of lack of nationwide identity.** Too few areas are identified nationally. Weaknesses of the Y are:
   a. Lack of public relations ("toot its own horn").
   b. Lack of consistently pursued programs.
   c. Inadequacy of merely local drives.
3. **Take real community leadership.** The Y could handle certain aspects of social problems as it works on the urban problem. This calls for cooperation with other agencies.
4. **Be more explicitly conscious in stimulating Christian social values in all that the YMCA is doing.**
   a. The YMCA atmosphere in this direction is generally vague.
   b. It is not built into the program intellectually from the start.
   c. If we did, it would help "down the line" where it becomes diffuse (budget, membership).
   d. As more Y services are taken over governmentally, it needs to renew this emphasis so that the Y becomes known as a force for high societal values and individual ethics based on a Christian motivation.
   e. Steer clear of religiosity and put emphasis on human character development.
   f. Being identified in this way would tie the Y into social stances but not basic political issues in which the Y has no roots.
5. **YMCA goals**
   a. Greater installation of Christian value objectives in everything.
   b. Conscious development of nationwide identity leading to high visibility (with quality).
   c. Becoming a major social force with views and action programs on social issues.

INTERVIEW WITH: **John Ronsvalle**
Former President
Graduate Students Association
University of Illinois

INTERVIEWER: **ROBERT SCARBOROUGH**

YOUR VIEW OF UNITED STATES SOCIETY, MOST URGENT PROBLEMS IT FACES

1. **Lack of total world perspective and lack of feeling of concern for the well-being of peoples of the world.**
2. **Single-minded material acquisitiveness without regard for equity in living needs for people.**
3. **Lack of meaningful sharing of information and of decision-making power and responsibility at all levels of the U.S. society.**

WHAT IS THE OPTIMAL POTENTIAL OF THE YMCA? WHAT ARE SOME GOALS IT MIGHT BE WORKING TOWARD ACHIEVING BY 1978?

1. **Renew a systematic re-evaluation of priorities for the U.S.A.** Lead an effort to implement at all levels of society the comments above.
2. **Establish a semi-autonomous instrument for public interest advocacy to support legislation that is acknowledged to be most important and most needed.**
3. **Serve as an umbrella for other organizations that could be more effective if they could utilize the resources of the YMCA in the achievement of the goals of the groups needing the resources.**
4. **More specifically, work towards the goal of equal food, shelter, medical care and equal resources for the attainment of happiness and joy for all people throughout the world. Develop an arm of the YMCA which can carry out this advocacy as an act of love in the name of Jesus as he is presented in the New Testament,** realizing that an apocalyptic return of Jesus may truncate human efforts to build a perfect society.

INTERVIEW WITH: **Curtis Roosevelt**
Chief, Non-Governmental
Organizations Section
Economic and Social Council
United Nations
New York, N. Y.

INTERVIEWER: **JOHN O'MELIA**

YOUR VIEW OF UNITED STATES SOCIETY, MOST URGENT PROBLEMS IT FACES

1. **The U.S.A. as an image of the future.** What is going on in the U.S.A. is just a few years ahead of what is to come for the whole world. We represent for the first time ever a developed society (affluent). We do not have to work for basics but can give attention to other, less material, concerns. People around the world look to the U.S.A. They watch to see how we will cope. Will we become a totalitarian society?

2. **The human relations problem.** U. S. society is not only a set of complex problems, it is basically a large-scale human relations problem. No particular ideology will solve it. None of the present systems (democracy, private enterprise, communism, socialism, etc.) can successfully solve the problems. Human relations cross-cuts all of our social-economic problems. Americans have ignored and are losing their problem-solving skill, which was a major virtue of the past. Can it be applied to our human relations problems? Will we recognize their priority?

3. **Several dimensions of the basic problem of human relations.** Unless we can cope with the human relations aspects we will only be taking a piecemeal approach. For example: cope with youth-drugs as a human relations problem rather than as a religion/value problem which we currently do.
   a. Willingness to change.
   b. Requirement to understand ourselves and each other. (Training for this is needed more than for any other skill or objective.)
   c. Role-flexibility (individually and in groups).
   d. Consumer problems.
   e. Young-old relationships.
   f. Readiness to "sacrifice" to the extent that is within the scope of a society of affluence.

4. **Shared leadership.** Leadership must move toward collective-type providing interaction between various forces. The trend is away from the strong man at the top toward shared leadership through committees and task groups. Can we foster leadership of great vitality that will operate as leaders of teams? There are good examples in business but not yet in politics.

5. **The need for voluntary action.** We need to preserve a countervailing force to governmental controls through voluntary action. The U. S. is at the crossroads. We are moving to a time when there will inevitably be more controls. Will our tradition of "voluntarism" be unable to adapt? Will the stakes be so high that anyone who wants influence must belong directly or indirectly to government?

WHAT IS THE OPTIMAL POTENTIAL OF THE YMCA? WHAT ARE SOME GOALS IT MIGHT BE WORKING TOWARD ACHIEVING BY 1978?

1. **The Y is an organization that always prided itself on being "on the scene."** It has its ears to the ground. It has

(Continued next page)

CURTIS ROOSEVELT (continued)

placed heavy emphasis on doing things with a concentration on human relations. Based on Christian precepts, though sometimes very "box-like" in character, it has also seemed adaptable.

2. **It is one of the key institutions which may be able to shift gears** to provide a leadership role for other institutions, not in terms of plowing fields in which it has no experience, but by using its present strengths; e.g., human relations skills. We need to work in fields that are familiar to us, but see new ways to plow in these familiar fields.

3. **Three goals for the YMCA:**
   a. Concentrate on the process of sharing perception and understanding. When a perception is not understood by one group of people their natural reaction is to feel alienated. Youth provides us (if we listen) with new perceptions and awareness, but they may have less understanding of the meaning of these perceptions than we (older people) do. Together we have complementary roles.
   b. Strengthen and update the concept of voluntary action. This is needed to maintain values of a pluralistic society.
   c. Provide more attention to developing youth roles. This goal obviously necessitates reaching into the family. We need to stand by and work with youth, benefitting by their perception, skills and willingness to change. They are showing us the way (as will their children show it to them!).

INTERVIEW WITH: **Paolo Soleri**
Architect, Planner
Scottsdale, Arizona

INTERVIEWER: **ROBERT R. DYE**

YOUR VIEW OF UNITED STATES SOCIETY, MOST URGENT PROBLEMS IT FACES

1. **Equity within our society.** This is evidently a condition sine qua nor for the human condition, a condition of physical and social health.

2. **Congruence of this society with the environment.** A pious, just society is still a suicidal society if it is unable to interact "ecologically" with the physical environment. As a nation we tend to deal with specifics — and not enough in general terms. We cannot deal with specific problems without seeing them as a part of a total picture. Individual social issues will not be resolved unless we resolve these two overall issues.

   We cannot disconnect human problems from the condition of man in a larger universe. Human resources have been short-changed for reasons peculiar to the Protestant ethic — or because of our bent toward solving detached problems — and we have fallen into the hands of materialistic dogmas. We have built up a mythology of efficiency. Because we rarely take time to see the *total* animal, our efficiency has become inefficient.

   When we choose our actions based on *feasibility* rather than desirability, we become less rather than more capable of producing wholesome life. When a person or a firm comes up with a product which is not congruent with the human-environment condition, the results are damaging to society in direct proportion to the "success" of the enterprise. The controlling force in what we produce and do should be what human beings *desire* rather than *feasibility*.

   Creative energy thrives on the kind of goals that are upgrading of the soul. Because of the materialistic binge we're in, our creative energies can't blossom. This is one reason for the rebellion of youth. Youth strives to take a direction beyond materialism, to be helpful, generous and hopeful.

   Though we brag of free enterprise we don't seem to accept the fact that there is little freedom in a system that idolizes greed, bigotry, intolerance and hypocrisy. We should call things as they are and maybe make up a new vocabulary. We tell the petty criminal he is the scourge of society and at the same time stand by while the non-petty criminal does much better for himself.

   We have had a war going on that indicts our leaders as war criminals. There is not much hope for law and order when a country's leaders are lawless in the higher order of things. This condition penetrates the bones of all, making them skeptical, cynical.

   This is the deterioration of a country. When we have a national emergency (world war) we can mobilize to produce miracles. We should mobilize our nation on the same scale because we are faced with an emergency. We are split between our aspirations to become more human, more spiritual and less matter-oriented, and a situation that indicates we are not up to the challenge. We see the necessity to produce more and more and to

(Continued next page)

PAOLO SOLERI (continued)

consume more and more. This is an incredible abstraction because so much of what we produce is "beautified" waste—with fake usefulness.

WHAT IS THE OPTIMAL POTENTIAL OF THE YMCA? WHAT ARE SOME GOALS IT MIGHT BE WORKING TOWARD ACHIEVING BY 1978?

1. Recognize first that man is an environmental animal. We cannot escape that. The organization should work for justice, but also for congruence, because environment is the joining of the physical and the metaphysical. Squalid environments tend to produce squalid souls.
2. Should the organization spread its energies over large numbers of concerns or focus on one or two? Perhaps it *should* spread itself over a number of undertakings but seek to bring about a synthesis in the results of its efforts which would produce an overall, comprehensive improvement.
3. The urban problem is *our* problem. This means we must invest ourselves on a personal level to right the wrongs of the city.

INTERVIEW WITH: **John Ulinski**

Director, Office of Private Resources
Agency for International Development
Washington, D. C.

INTERVIEWER: **JOHN O'MELIA**

YOUR VIEW OF UNITED STATES SOCIETY, MOST URGENT PROBLEMS IT FACES

1. **Disintegration of an orderly society.** This is not the "law and order" issue, but rather the overwhelming problem of race, and the problem of income disparity. There is increasing polarization rather than constructive work toward an integrated society.

2. **The average American and world affairs.** Appreciation of the average American about our role and obligation in world affairs is not well understood. There is little understanding about gaps between developed countries and less developed countries. This is true because we accept human deprivation readily and because of the vast numbers of people involved. The U.S.A. should contribute one percent of its Gross National Product to alleviate th disparity in the deprived countries.

3. **Isolationism of individual.** America is becoming insular, not in terms of local communities but in personal terms, since people are not really concerned with what is happening in communities but in terms of "me."

4. **Value structure.** Repressive action from top people in regard to fundamental changes in the value structure is appalling. Youth, on the other hand, are too quick to throw out systems and structures and not reasonable in trying to seek accommodations.

5. **Youth role.** Essentially youth have a greater participatory role in determining general direction and specific courses of action. But we must convince them to be more open-minded before taking action and to consider the consequences of the action.

WHAT IS THE OPTIMAL POTENTIAL OF THE YMCA? WHAT ARE SOME GOALS IT MIGHT BE WORKING TOWARD ACHIEVING BY 1978?

1. **Much depends on the YMCA's fund-raising capacity.**
2. **The Y's style gives it the opportunity** in communication and leadership **to attack societal problems.**
3. **The analogy of early beginnings of the Y in London is relevant.**
4. **The Y has developed techniques** in handling communications, utilizing well such processes as conferences, labs, workshops.
5. **It is knowledgeable about differences** and has experience in dealing with differences.
6. **It is hard to understand why the Y does not move in on controversial issues (as described) domestically and internationally through issue-oriented programs, as well as community development programs.**
   a. The Y's prestige would allow it to draw on the greatest talent and brains to get this done.
   b. The Y should develop educational programs to equip people to solve problems and take action steps.
   c. The Y can exercise real moral suasion as well as technical competency.
7. **Ys should not abandon traditional programs but take new directions.**
8. **Goals for the YMCA:**
   a. Move in the direction of ameliorating the racist problem.
   b. Eliminate social and economic disparities.
   c. Expand knowledge of less developed countries and press for greater participation of government and private organizations.
9. **Think about changing the name of the "YMCA."**

INTERVIEW WITH: **Cynthia Wedel**

President, National Council of Churches
New York, N. Y.

INTERVIEWER: **JAMES SHULTZ**

YOUR VIEW OF UNITED STATES SOCIETY, MOST URGENT PROBLEMS IT FACES

1. **The pace of change.** The majority of people are unable to comprehend changes or accept them in a positive way. There is serious over-reaction, or apathy. We haven't learned to use the basic American system in a mass (not face to face), urbanized society. The individual citizen feels lost, powerless.
2. **Economic dislocation.** So many are very poor. We operate on feelings carried over from an agricultural society. Instead of applying creative ability to discovering new forms, many of the most able people are using their energy to fight change.
3. **The cities.** We don't know how to live in cities. (London, Paris, Rome are better examples than large U. S. cities.)
4. **Race and ethnicity.** Polarizations grow out of an attempt at producing a melting pot — idea of absorbing people. What we need is pluralism — accept differences rather than try to absorb them.
5. **America and the world.** We don't know how to cope with our role.

WHAT IS THE OPTIMAL POTENTIAL OF THE YMCA? WHAT ARE SOME GOALS IT MIGHT BE WORKING TOWARD ACHIEVING BY 1978?

1. The Y must become more progressive and socially relevant without losing the values and kind of people it has had. It has been a useful but old, "nice," and traditional organization. It has been more conservative than some other voluntary organizations in its racial policies and in finding new social opportunities. While becoming more active on social issues, it should continue to help people find personal satisfaction through fellowship and recreation. It also may need to avoid strong corporate stands since it is a broad-based organization and its locals are hung up on real estate problems which require keeping peace with the conservative element.
2. **The Y should be a place where people can develop their autonomy and participate in the larger society.** It should empower people, help them to form caucuses, participate in social issues. It should be a place that people would join because they know what it is, what it is going to do — rather than just for fellowship or to pass time. It should be a group with real influence, a focal point for community change. It should offer training in socio-political processes and be a channel for using people's abilities to change society. It should offer staff, facilities, respectability, money, and other resources.
3. **Social problem areas best suited to the Y:**
   a. Voluntary action—more chance for people to participate as citizens.
   b. Youth.
   c. Physical and mental health.
   d. Urban development.
   e. International affairs.
4. **Four goals for the YMCA:**
   a. Comprehensive membership.
   b. To be known for imaginative services to those in need, involving recipients in decision-making and action, for solving basic problems —not just band-aids.
   c. To be known as one of the primary change agent forces, not dragging its heels. To be able to cope with financial problems connected with change agent roles.
   d. It should make more of its international involvement and makeup.

INTERVIEW WITH: **Curtis Williams**
Educator
Rockefeller University

INTERVIEWER: **ROBERT R. DYE**

YOUR VIEW OF UNITED STATES SOCIETY, MOST URGENT PROBLEMS IT FACES

1. **Race relations.**
2. **Momentum that permits industrial/military complex to rule the country.** We must demilitarize our concepts. Our concern should be to provide solutions to international problems other than war.
3. **Our materialistic value system.** This should be replaced with a more conscious acceptance of man's place in nature. Conditions of the human environment will not change without changes in human attitudes. We must get at this by working on the various pieces that people want most to work on: race, peace, deprived youth, pollution. Identify problems that can be fruitfully approached and where Y skills and facilities may be utilized.

WHAT IS THE OPTIMAL POTENTIAL OF THE YMCA? WHAT ARE SOME GOALS IT MIGHT BE WORKING TOWARD ACHIEVING BY 1978?

1. We should work on pulling youth together and helping them learn to solve problems they feel deeply about. Help to create the community involvement that will inspire youth and allow their creative energies to flow. We should work through structures of their choosing — avoid patronizing stance (deprived groups, neighborhood groups).
2. We should practice sharing work in community among younger and older persons. Youth will come to recognize the difference between awareness and wisdom and develop a sense of responsibility and sensitivity towards others of different age or circumstances. Young people must be helped to recognize necessity of acquiring knowledge, even formal knowledge. Youth reacts in either of two ways when it finds the older generation is involved in an issue: a. Retreat and find a new issue—or create one, or b. The mature, less belligerent youth, if not patronized, realize the value of cooperation.

INTERVIEW WITH: **Paul N. Ylvisaker**
Educator, Urbanologist
Princeton University

INTERVIEWER: **JAMES M. HARDY**

YOUR VIEW OF UNITED STATES SOCIETY, MOST URGENT PROBLEMS IT FACES

1. **People changing faster than institutions.** Institutions are lagging. Change is leaderless. Individuals are nervous, uncertain, with a feeling of disconnectedness.

2. **The extending life period.** Each person is a number of different people during his life (new concerns, new marriage). The crisis is one of people picking up new lives.

3. **Deterioration of older cities.** People are leaving cities. There is an insufficient tax base. Cities suffer from deterioration of buildings, relationships, and the whole quality of life. This chain of events must be altered.

4. **No psychological moorings.** We are not bolstered by a "rock-like faith as God's chosen people." There is no value consensus.

5. **Pollution—environment.** The nature of the environment has changed and makes new demands.

   Note: This country has come through change with remarkable stability as a society. It is our institutions that are faltering, not individuals.

WHAT IS THE OPTIMAL POTENTIAL OF THE YMCA? WHAT ARE SOME GOALS IT MIGHT BE WORKING TOWARD ACHIEVING BY 1978?

1. **Stop disastrous deterioration in old inner-city areas.** Put the best and most expensive facilities and programs there, as visible evidence of faith in cities. Specifically, become involved in twelve major cities in stopping deterioration, and extend this to others by 1978.

2. **Become integrally involved in planning new communities.** Utilize expertise in planning for social and human dimensions in these communities (planning for early childhood development, day care, delivery of health services, legal services, consumer affairs). We cannot leave this just to the business interests. Specifically, become involved in at least six new towns' planning projects by 1978.

3. **Help women with "empty nest" families try to find themselves.** Provide guidance for women whose children have married, gone off to college, joined the military, left to take jobs or otherwise left home. Help them to achieve fulfillment through new interests and satisfactions.

4. **Provide content programming for cable TV.** This would include educational, recreational and developmental content.

5. **Provide resources to help individuals and other institutions do what they want to do.** This does not necessarily have to be under the name of the YMCA.

6. **Strike out in experimental directions.** Provide services and activities that are not part of present program but that are needed (legal assistance, consumer education). Keep experimental edge sharp.

7. **There is a need to get rid of "C" in name.** The Y can and should continue its spiritual tradition but change name. The "C" blocks participation of a lot of individuals. The name is not descriptive. It makes the YMCA seem proprietary whereas the organization rises above that.

INTERVIEW WITH:

Andrew Young

Executive Vice President
Southern Christian Leadership
Conference
Atlanta, Georgia

INTERVIEWER: **JAMES SHULTZ**

YOUR VIEW OF UNITED STATES SOCIETY, MOST URGENT PROBLEMS IT FACES

1. **Poverty, racism and war.** These three problems grow out of an attempt to surround ourselves with material things — compulsive acquisitiveness. We have an aggressive need to dominate people.
2. **Fear of life and the future.** This is at a deeper level. We seek to perpetuate a stable, middle class norm. The threat comes from the emergence of a pluralistic society. Minorities — black, young — affirm they have a perspective. We are afraid of pluralism.
3. **Sex and family crisis.** People in power act out of a sense of unfilled manhood. There is both domination of and protection of women. The suburban living is limited because it protects from life processes. An underlying issue of parents is that something might happen to their kids sexually. Parents do not trust kids to experience things that come from differences. The psychological roots of protectiveness are probably sexual. The puritan cloud distorts present day realities. Black culture is useful because it is able to cope with death. The present generation will develop greater sexual security from changing attitudes which families traditionally bear. A deeper kind of spiritual and emotional security will lead to openness. We should be less protective, accepting cross-cultural interaction, including dating.
4. **Threat of a fragmented and polarized society.** The result may be a society at war with itself. There will be merely an armed truce, unless WASP culture gives way to a *pluralistic* society. Pluralism does not imply "melting pot." It reflects appreciation and respect for differences.
5. **Oppressive notions of young people.** They have been dominated, molded by authoritarian relationships, e.g., between teacher and student. Schools confine kids in a space. The Y is more subtle (e.g., Indian Guides) but it still is oriented toward molding. Youth rebellion is happening in younger ages down to ten-years. It occurs at the younger ages in poorer groups. We will be unable to dominate kids. We will need to treat them as individuals with rights of their own.

WHAT IS THE OPTIMAL POTENTIAL OF THE YMCA? WHAT ARE SOME GOALS IT MIGHT BE WORKING TOWARD ACHIEVING BY 1978?

1. **The institution of organized voluntary action is in trouble.** It is a kind of fetishism that we maintain but it is ineffective on a large social scale. The Y should try to become effective in the total society.
2. **The Y could play a role by giving voice and space to youth.** The majority of board membership should be youth. This should also be true of staff. Allow decision-making to them. Adults should provide advisory and fund-raising support. Recognize that there is a serious stabilizing force *within* youth culture. It is more stable because it is more relevant and the young should be granted their opportunity to establish stability.
3. **Develop active ministry to men 35-55.** Speak to their unfulfillment. This would syphon off aggressiveness. Speak to their manhood. Provide security and companionship — across racial and class lines. Take a forthright approach to sexuality.
4. **Provide creative methods for survival training of black youth.**
5. **Provide advocacy for rights of youth,** e.g., the child care bill in Congress now.

VII. Five-Year Operating Goals

of the National Board of YMCAs
1973-1978

VII. Five-Year Operating Goals of the National Board of YMCAs 1973-1978

The Five-Year Operating Goals of the National Board of YMCAs, to be significant, must be an expression of the basic purpose of the organization:

The Young Men's Christian Association we regard as being, in its essential genius, a worldwide fellowship united by a common loyalty to Jesus Christ for the purpose of developing Christian personality and building a Christian society.

The revitalization of this purpose in the lives of YMCA members is a desired outcome of the National Board Planning process. The goals were derived from the present emphases of YMCAs, from external data provided by knowledgeable persons on their views of the future potential of the YMCA, and from many local Association laymen and staff on the present state of affairs.

The operating goals are designed to implement the seven broad National goals as formulated by the National Council of Young Men's Christian Associations of the United States in 1963.

Your YMCA seeks to help its members:

—develop self-confidence and self-respect — and an appreciation of their own worth as individuals

—develop a faith for daily living based upon the teachings of Jesus, that they may achieve their highest potential as children of God

—grow as responsible members of their families and as citizens of their communities

—appreciate that health of mind and body is a sacred gift, and that physical fitness and mental well-being are conditions to be achieved and maintained

—recognize the worth of all persons, and work for interracial and intergroup understanding

—develop a sense of world-mindedness and work for worldwide understanding

—develop their capacities for leadership and use them responsibly in their own groups and community life.

In reviewing the goals it is vital to recognize the National Board has an essential function of helping to strengthen local Associations. This function is implemented by providing direct resources to YMCAs and conducting certain operations in behalf of YMCAs. The goal statements and illustrations of expected outcomes reflect both dimensions.

The Proposed Goals were reviewed by the National Board and leadership of several local Associations. A revised statement was tested across the country.

The National Board officially approved the goals at the March 3-5, 1972 Board meeting.

I. Program Thrusts

OPERATING GOAL: **By 1978 the YMCA will be significantly influencing domestic and international conditions which effect the quality of human life, by:**

SUB-GOALS	ILLUSTRATIONS OF EXPECTED OUTCOMES
1. Eliminating Personal and Institutional Racism.	A At least 30% of all National Board, Council and Committee structures will be filled with racial minorities, women, and persons under 30, and assistance will be given to YMCAs to accomplish the same. B Tools and supports will be offered to YMCAs to develop programs of effective collaboration with ethnic and racial minorities to increase their power to make and implement decisions in institutions and the society which affect them.
2. Changing the Conditions that Foster Alienation, Delinquency and Crime.	A National strategies and models will have been developed to improve the juvenile justice system. B Major assistance will be given YMCAs to put into operation programs of rehabilitation for juvenile offenders which will serve as options to youth jails and reformatories. C The national organization will develop program tools, methods, and training systems for YMCAs so that work with disadvantaged and alienated youth will have tripled in five years.
3. Reducing Health Problems by Strengthening Physical and Mental Health.	A The national organization will have established relationships with other health-oriented organizations. B A national training program will be in operation which will offer tested models designed to prevent use of drugs and treat drug users. C National and local YMCAs will be collaborating in the further development and expansion of nationwide programs of fitness within and outside the YMCA.
4. Strengthening Family Structures by Enhancing Relationships and Improving Communication.	A The national organization will have established relationships with other family communication and development organizations. B National resources and program models will be offered YMCAs to increase and improve family communication labs for families with teenagers, personal growth labs for husbands and wives, and parent effectiveness training.
5. Joining People from Other Countries in Building International Understanding and World Peace.	A The YMCA nationally will be working actively with the United Nations and other international organizations in people-to-people programs, particularly in areas of education, health and fitness, and the welfare of youth. B YMCAs will be aided to intensify student and camper exchanges, staff exchanges, and other international programs to the extent that at least 75% of all YMCAs in the United States will have had a first-hand contact with some international program.

II. Style of Operations

OPERATING GOAL: **By 1978, the YMCA will be demonstrating its commitment to strengthening voluntarism and forming effective partnerships of effort, by:**

SUB-GOALS	ILLUSTRATIONS OF EXPECTED OUTCOMES
1. Mobilizing and Utilizing Far Greater Numbers of Volunteers.	A Supporting YMCAs in doubling within five years the number of volunteers active in the YMCA. B Supporting YMCAs in mobilizing volunteers for a wide range of community service and international development projects. C Giving leadership in establishing a more effective training program for staff and laymen on utilizing volunteer resources.

SUB-GOALS	ILLUSTRATIONS OF EXPECTED OUTCOMES
2. Bringing Together Youth and Adults in Genuinely Collaborative Activity.	A Supporting YMCAs in youth/adult joint planning and development processes for projects dealing with local community issues. B Launching one major national project and one major international project resulting from youth/adult joint planning and development.
3. Giving Active Leadership and Support to Closer Collaboration Among YMCAs, and Effective Partnerships of Effort of YMCAs with Other Private Agencies and Private Agencies with Public Agencies.	A Involving both the national organization and at least 200 YMCAs in a social thrust of primary importance (such as pollution, drug addiction, etc.), in which the YMCA will be joined by several other youth-serving organizations, with corporations, foundations, and government providing the major funding. B Giving leadership to forming a national mechanism through which inter-agency planning, program development, and fund-raising can take place. C Supporting YMCAs and making national and international contacts to extend ecumenical activity and interfaith cooperation.

III. Resources

OPERATING GOAL: **By 1978, the YMCA will have increased substantially its financial resources and through long-range planning processes will have become more efficient and effective in using its physical and human resources by:**

SUB-GOALS	ILLUSTRATIONS OF EXPECTED OUTCOMES
1. Implementing an Effective Long-range Planning Process.	A The National Organization will have a long-range planning cycle identifying annual operating goals, unit objectives, manpower and financial resources for effective results. B The involvement process will establish National Goals designed to strengthen local Associations. C Resources will have been developed and implemented to assist 50% of all YMCAs in planning their long-range futures, integrating program, facility and finance.
2. Developing Sufficient Financial Strength to Support Achievement of Goals.	A YMCAs will be helped to eliminate indebtedness. B The YMCA will have increased by 50% finances received in foundation grants, private bequests and public contracts. C A uniform accounting system will be fully operational in all YMCAs maintaining residences and 50% of the other YMCAs. D Funds for international development will be $3,500,000.
3. Recruiting, Training and Rewarding Staff Who Are Able to Provide Positive Results.	A The National Comprehensive Career Development Program will be systematically orienting new staff, training new managers and providing advanced program and management training. B The National Board/APD Personnel and Salary Administration Plan will be used by at least 75% of the YMCAs. C The national organization will provide training in planning and goal appraisal systems for YMCAs.
4. Implementing an Effective Management Program to Monitor and Resolve Special Operating Issues.	A Plans will be available for utilizing and updating facilities and buildings to meet new needs. B Taxation and legislation affecting YMCAs will be monitored and action programs implemented. C The national organization will have an active insurance program for participating Associations covering areas of YMCA interest. D The YMCA will be providing resources to help develop guidelines and directions of the United Way. E The YMCA will have shortened its image lag through a well-coordinated national public relations program.